

# **USAID/SENEGAL**

## **RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**MARCH 30, 2001**

**Please Note:**

The attached FY 2003 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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**U.S. Agency for International Development  
USAID/Senegal**

June 21, 2001

**FROM:** Donald B. Clark, Mission Director

**TO:** The Acting Assistant Administrator for Africa

I am pleased to submit herewith USAID/Senegal's FY 2000-2003 Results Review and Resource Request (R4) and accompanying annexes describing results for the second year of implementation of the 1998-2006 Country Strategic Plan (CSP). The program's impact extends beyond the defined and measurable performance targets due to USAID's technical leadership in virtually every sector. We believe that the program's strong performance is due to active, mature partnerships with our Senegalese and international counterparts in the public, private, and non-governmental sectors, the professionalism and dedication of our staff and a close, productive relationship with the U.S. Embassy and the strong support of the U.S. Ambassador.

During 2000, we completed the transition from the prior strategy, winding down old activities and launching new ones. All SOs have implementing partners in place and activities underway. In cooperation with our partners, performance monitoring plans (PMPs) have been completed, enhancing our ability to manage for results. SO-level indicators to be reported next year are provided in the Updated Results Framework Annex.

Following the approval of two Special Program Objectives (SPOs) for resolution of the conflict in the Casamance and girls' education in September 1999, the Mission revised the results frameworks (RF) during FY 2000 to better articulate what we expect to accomplish. The revisions to the SPO and intermediate results do not substantively change the content of the programs.

The Mission's responsibility for Senegal, four non-presence countries (Mauritania, Cape Verde, The Gambia and Guinea Bissau), the West Africa Regional Program health portfolio (WARP/SO2), legal support to all West Africa missions, and contracting support to Guinea and Benin, has put severe strains on our USDH capacity, particularly in light of the loss of one position this year. Maintaining a full staff complement is critical to avoid implementation delays and management vulnerabilities. For example, the three bilateral programs and WARP/SO2 were served by just one contracting officer for more than half the year, affecting program implementation and Senegal's ability to move rapidly to relocate USAID's office from its current highly vulnerable location. The WARP/SO2 demands significant attention, primarily from the technical office, but also from management, contracting, administrative and program staff. We will require the Bureau's support to attract and retain USDH staff with appropriate technical and language skills, and to rapidly fill positions when vacancies occur.

## **Issues for AID/W Action**

**Full Funding for the Casamance SPO:** Recently signed peace agreements create heightened expectations of the Casamance program. It is imperative that the Mission receive the full \$3.34 million requested for SPO2 in FY 02. Except for an initial \$3.0 million in FY 1999, the Mission has not received funds above its OYB for this \$10 million program, forcing us to “borrow” scarce DA funds, from other SOs, a situation that cannot continue now that implementing partners are in place and drawing down pipelines.

**Approval of AG/NRM SO:** The only significant adjustment to our strategy is our intention to break agriculture and natural resource management activities out of SO2. Currently, SO2 focuses on decentralizing decision-making and resource management in all sectors, including AG/NRM. Although prior strategies have had a separate AG/NRM objective, during the development of the current strategy, it seemed more effective to consolidate the DG and NRM portfolio under the auspices of decentralization. In particular, the Community-Based Natural Resource Management (CBNRM) project (ending 09/01) was viewed as a model for good local governance. While the Mission's original strategic approach remains valid, we believe that a separate SO encourages greater emphasis on a sector that is vital to Senegal's development. The Mission has engaged AID/W personnel in the design process and plans to present the SO for approval at the mid-term strategy review. In order to avoid a significant gap following the end of the CBNRM activity, it is desirable to obligate funds in a new SOAG in FY 01 and have the major implementing partner(s) in place by the end of the calendar year.

**Girls' education:** Addressing low school attendance and early drop-out of girls is a significant gap in the GOS's ten-year education and training plan, a major constraint to Senegal's long-term development and an area of comparative advantage for USAID. The Mission therefore requests AID/W concurrence to expand its girls' education intervention during FY 02 with a view to starting a new activity in FY 2003 as reflected in our FY 03 budget request.

**Approval of PL-480 Title II for Senegal.** Non-emergency Title II food aid requests for Senegal are awaiting formal BHR/FFP approval. The Mission strongly endorses these proposals which, if approved, will contribute to the achievement of our CSP as well as provide vital support to all four of our twin countries. The pending proposals are Counterpart International (supporting SO1 and SO3), Catholic Relief Services (a multi-country proposal supporting SO1 and SPO2) and ACDI/VOCA (a multi-country proposal supporting SO1, SPO2 and the planned SO4 in Senegal).

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## Glossary

<b>ACDI/VOCA</b>	Agricultural Cooperative Development International/ Volunteers in Overseas Cooperative Assistance
<b>AER</b>	Annual Estimate of Requirements
<b>AG/NRM</b>	Agriculture and Natural Resource Management
<b>ARD</b>	Associates in Rural Development Inc.
<b>CAs</b>	Cooperating Agencies
<b>CBNRM</b>	Community-Based Natural Resource Management
<b>CFAF</b>	<i>Communauté Financière de l'Afrique (Franc)</i> : Local Currency of the Member States of the West African Monetary Union
<b>CPTs</b>	Contraceptive Procurement Tables
<b>CRS</b>	Catholic Relief Services
<b>CS</b>	Child Survival
<b>CSO</b>	Civil Society Organization
<b>CSP</b>	Country Strategic Plan
<b>CYP</b>	Couple-Years of Protection
<b>DAP</b>	Development Activity Proposal
<b>DFS</b>	Decentralized Financial System
<b>D/G</b>	Democracy and Governance
<b>DHRF</b>	Democracy and Human Rights Fund
<b>EA</b>	Environmental Analysis
<b>EDDI</b>	Education for Development and Democracy Initiative
<b>EG</b>	Economic Growth Funds of USAID
<b>FFP</b>	Food For Peace
<b>FHI</b>	Family Health International
<b>FP</b>	Family Planning
<b>FY</b>	Fiscal Year
<b>GAFA</b>	The Gambia Food and Nutrition Association
<b>GDP</b>	Gross Domestic Product
<b>GOS</b>	Government of Senegal
<b>HIV</b>	Human Immunodeficiency Virus
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>IEC</b>	Information, Education and Communication
<b>IEE</b>	Initial Environment Examination
<b>IMF</b>	International Monetary Fund
<b>IRs</b>	Intermediate Results
<b>ISRA</b>	<i>Institut Sénégalais de Recherches Agricoles</i> (GOS Agricultural Research Institute)
<b>IUDs</b>	Intra-Uterine Devices
<b>KIR</b>	Key Intermediate Result
<b>LOA</b>	Life of Activity
<b>LPG</b>	Loan Portfolio Guarantee
<b>LGUs</b>	Local Government Units
<b>MAP</b>	Mauritania Anti-poverty Program

<b>MCH</b>	Maternal and Child Health
<b>MFDC</b>	Movement of Democratic Forces of Casamance
<b>MFIs</b>	Microfinance Institutions
<b>MH</b>	Maternal Health
<b>MIS</b>	Management Information System
<b>MOH</b>	Ministry of Health
<b>MSH</b>	Management Sciences for Health
<b>MT</b>	Metric Ton
<b>NGO</b>	Non-Governmental Organization
<b>NRM</b>	Natural Resource Management
<b>OE</b>	Operation Expense
<b>PMP</b>	Performance Monitoring Plan
<b>PVO</b>	Private Voluntary Organization
<b>R4</b>	Results Review and Resource Request
<b>SDPs</b>	Service Delivery Points
<b>SGAs</b>	Sesame Growers' Associations
<b>SMEs</b>	Small and Medium Enterprises
<b>SO</b>	Strategic Objective
<b>SPO</b>	Special Objective
<b>SSH</b>	Special Self-Help
<b>STI</b>	Sexually Transmitted Infection
<b>TIPS</b>	Trade and Investment Promotion Project
<b>UNDP</b>	United Nations Development Program
<b>USDH</b>	U.S. Direct Hire
<b>USG</b>	United States Government
<b>WARP</b>	West Africa Regional Program
<b>WFA</b>	Weight-For-Age

## **Overview/Factors Affecting Program Performance**

**Introduction:** Senegal is important to the U.S. and to Africa. A longstanding partner in sub-Saharan Africa and the U.S.'s closest ally in French speaking West Africa, Senegal stands out in a troubled region as a stable, multiparty democracy. It is a bulwark against the instability that plagues many of its neighbors and a base for humanitarian efforts in the region. A strong supporter of the Africa Crisis Response Initiative, it currently has peacekeepers deployed in the Congo and Sierra Leone. Predominantly Muslim but secular, it is an influential and moderating voice in Muslim councils and among its neighbors. Home to eight major ethnic groups, it is a land of remarkable tolerance. And it is one of the very few countries in the world that has successfully confronted and contained the spread of HIV/AIDS. These elements of an African "success" are threatened by natural and man-made erosion of the natural resource base and by a legacy of failed socialist policies that have allowed corruption to flourish and stifled the private sector. Poverty and unemployment are the result.

USAID's Country Strategic Plan for FY 1998-2006 provides resources to help the Senegalese people confront constraints to sustainable development. The three Strategic Objectives (SOs) and two Special Objectives (SPOs) are key elements of the FY 2001-2003 Mission Performance Plan (MPP) to achieve U.S. foreign policy objectives in Senegal.

**Summary of Progress and Most Significant Program Achievements:** In the second full year of strategy implementation, all objectives met performance expectations, and substantial progress was evident at the level of intermediate results. USAID's experience engaging development partners in laying the foundations for achieving planned results confirms that the program is well targeted on Senegal's principal development problems and priorities. The most significant achievements are highlighted below.

- Senegal's Presidential election that peacefully transferred power from 40 years of socialist party rule to the liberal opposition coalition was without a doubt the seminal event of the year. USAID contributed to this successful outcome through a widely-acclaimed get-out-the-vote effort run by a consortium of local Non Governmental Organizations (NGOs). Not only did 70% of eligible voters vote, but the activity helped to build the confidence and skills of a still underdeveloped civil society.
- USAID is Senegal's principal external partner in its successful fight against HIV/AIDS. USAID's direct assistance to the AIDS Control Program and support for increasing the availability of condoms for high risk groups, for research and for information and education campaigns has played, by all accounts, an important role in holding HIV prevalence to 1.4%.
- Peace accords between the Government of Senegal (GOS) and the Movement of Democratic Forces of Casamance (MFDC) were signed in March 2001, improving prospects for ending the 19 year conflict along Senegal's southern border. In early 2000, USAID funded a small, local NGO that organized "cultural weekends" in the Casamance – community gatherings intended to give people a chance to talk about the impact of the conflict on their lives and villages. Following one event, hundreds of women marched in the regional capital to demand peace. Coming at the same time as GOS efforts to re-start dormant negotiations, these simple community encounters were the unlikely catalyst for a dialogue among the

rebels, community leaders, and the Government and contributed directly to the Peace Accords.

- Senegal's economy is a classic example of the need for the private sector to serve as the engine of growth and of the damage poorly managed socialist policies can do. The constraints on business were vividly portrayed in an investor roadmap that detailed the dozens of bureaucratic hurdles to starting a business. During the year over two dozen of the principle roadblocks were removed as a result of USAID's leadership with the GOS and bilateral and multilateral donors. At the enterprise level, USAID has promoted the use of sustainable best practices among microfinance institutions that provide financial services to more than 10,000 clients.
- USAID re-engaged in the education sector after a prolonged absence and has become a leading advocate for the promotion of girls' education.

### **Country Factors That Have Most Influenced Progress**

**Political Factors:** The dominant political event of the year was the presidential election that saw an opposition coalition take power in April 2000. The dignified transition from entrenched socialist party to the liberal opposition was a triumph for democracy in Africa. The new government's platform of transparency, good governance, and reliance on the private sector and market forces promised the sort of change that Senegal desperately needs and that many donors, perhaps especially USAID, want to support. The reality, however, was that the elections produced policy gridlock, with an inexperienced opposition party in control of the Executive Branch and the old Socialist Party holding 82% of the seats in the legislature. This has made program implementation difficult as counterparts have changed and new government players are learning on the job. It has also meant that major policy initiatives have been put on hold until the uncertainty surrounding control of the legislature is resolved. To break the gridlock, the President called a referendum to change the constitution to allow the dissolution of Parliament and the calling of new legislative elections. (The new constitution also includes provisions to make women and men equal with respect to property rights, cut the president's term of office from seven to five years, and abolish the patronage-based Senate). Over 80% of voters approved the changes. The stage is now set for legislative elections on April 29, 2001. These elections are being hard-fought and are expected to produce an assembly where no party controls a majority of seats. Once the new legislature is in place, the government's challenge will be to formulate and pass a legislative program that responds to heightened expectations for change.

The second major political factor this year has been progress towards a negotiated peace in the Casamance. For much of the year an inexplicable silence characterized the Government's stance on negotiations, puzzling observers and frustrating the Casamancais tired of conflict. Suddenly, negotiations with the MFDC resumed and between November 2000 and March 2001 a cease fire was declared, prisoners were released, and two peace agreements were signed. The loss of rebel bases in Guinea-Bissau appears to have been a major factor leading to the peace accords, and illustrates the regional nature of the conflict. However, there is still widespread fear that hardline dissidents, who have broken away from the control of the MFDC political leadership could try to derail the peace process. USAID's activities under its special objective for the Casamance (SpO2) lay the groundwork for a progressive re-engagement of USAID's other programs in this region of high economic growth potential.

**Economic Factors:** Senegal's macroeconomic performance is encouraging. The IMF estimates real GDP growth in 2000 at about 5.5 percent, a modest increase from the 5.1 percent recorded in 1999. Inflation, at around 2%, is low and under control. Economic growth has been spurred by abundant rains during the last two years that have boosted crop production and helped poor rural farmers. The new government has kept its budgetary commitments under a 1997-2001 Enhanced Structural Adjustment Facility (ESAF) Agreement and earned a "B+" sovereign credit rating from Standard & Poors.

Sound fiscal practices are encouraging. But they have not been enough – and at current rates will not be sufficient in the future - to make rapid progress in alleviating poverty, generating employment, and raising living standards. Poor infrastructure and limited access to capital are binding constraints. Lack of transparency and a host of tax and regulatory policies that protect monopolies or otherwise restrict competition make it difficult for Senegal to attract investment. Deregulation in the energy sector, supported by the World Bank, has not proceeded as expected. Potential investors have been worried by the GOS's cancellation of the contract with its strategic investor in the power company (SENELEC) and revocation of the license of the mobile telephone company that competes with the telecommunications parastatal, although the GOS claims that it is committed to finding strategic investors on appropriate terms.

Senegal has qualified for debt relief under the Highly Indebted Poor Countries Initiative and is working on its poverty reduction strategy, due in December 2001. The GOS has welcomed USAID's offer to share strategy formulation and monitoring experience.

**Overall Prospects for Progress through 2003:** USAID is optimistic about the program's ability to meet or exceed performance targets and, more importantly, to make a profound contribution to Senegal's development over the next two years. The advent of a new National Assembly promises to break the policy gridlock, the administration has gained experience and is, for the most part, comprised of people who are committed to change and in that sense make very good development partners. There is commitment to the re-distribution of budgetary resources from the national to the local level to pay for health and education services. To support this process, which is fundamental to the success of decentralization, USAID and the US Treasury are co-financing technical assistance to the Ministry of Finance to put in place a transparent, decentralized budget system that will also enhance Senegal's ability to track poverty spending. Through the bilateral program and the Private Sector Working Group chaired by the U.S. Ambassador, USAID is working to improve the policy environment for business. Finally, the pace of the Casamance peace process has accelerated and will affect the entire portfolio as all SOs have plans to expand into the regions of Kolda and Ziguinchor when security conditions permit.

## **SO Text for SO: 685-001 Sustainable increases in private sector income generating activities in selected sectors**

Country/Organization: USAID Senegal

Objective ID: 685-001

Objective Name: Sustainable increases in private sector income generating activities in selected sectors

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

35% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
65% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

(Page limitations for narrative begin here):

**Summary of the SO:** This SO contributes to USAID's sustainable development goal of "broad-based economic growth and agricultural development encouraged". It seeks to increase private sector activity by addressing three key impediments to market-based growth in Senegal in the

areas of policy, finance and business practices. The three key intermediate results expected are: (1) improved legal, regulatory and policy environment; (2) increased access to financial services; and (3) improved technical and managerial practices. SO1's ultimate customers include decentralized financial services (DFS) and business associations, members of associations, women's economic groups, and commercial banks.

SO1 is meeting expectations in its second year of implementation with microfinance and small enterprise activities launched in four geographic zones and most performance targets met or exceeded. USAID and the U.S Ambassador continue to lead the private sector donor/GOS dialogue. USAID was instrumental in encouraging the GOS to implement 28 out of the 34 actions of its Investor's Roadmap-based Plan of Action containing key reforms to the elimination of administrative barriers to private investment.

**Key Results:** The Private Sector Strategic Objective has firmly established a technical implementation strategy, recognized for its innovation, that is a solid basis for expanding services to clients in target regions.

Senegal's evolving political process has hampered launching into broad ranging private sector reforms with the host government. Despite that, short, focused assistance to date is contributing to the improved framework that is needed if Senegal is to attract substantial outside investment. After only one year of operation, the Arbitration and Mediation Center successfully resolved two business cases in far less time than in the courts. This rapid takeoff stands in sharp contrast to similar arbitration centers in other countries that have taken some years to gain businesses' confidence.

In terms of microfinance activities, USAID has chosen not to create new institutions but to strengthen existing microfinance institutions (MFIs). Through a competitive system, MFIs submit concept papers, describing their long-term goals and their self-identified constraints in reaching those goals. To date three networks grouping 68 MFI branches out of 488 existing in the country have received USAID support for institutional strengthening and to expand services. The three networks receiving assistance serve 10,214 clients, of whom 82% are women.

At the client level, the SO has introduced quality fee-for-service training, accompanied by a 100% satisfaction guarantee or money back. Fees from training participants have represented 15 – 20% of actual training cost for courses given to date. The range of courses offered by contracted local consulting firms have included: marketing training for women's groups, how to open a cyber café, silk screening (for a handicapped group), food preservation techniques, business opportunities using the internet, and Y2K bug preparedness. In evaluations of the courses, trainees said that they received such good value for money that they would be willing to pay even more. The SO believes that this change in perception will go a long way in helping groups and individuals appreciate the need to plan and budget for upgrading technical skills. During the reporting period 119 people, 90 of who are women, requested and received training.

A highly successful job creation and income generating activity is the fabrication and marketing of fuel-efficient cooking stoves. To boost sales, a US PVO worked with everyone in the business chain - ceramic liner craftsmen, metalsmiths, wholesalers, retailers, marketing and

publicity people, and truck drivers - to improve their skills. One retailer has increased her income by \$125 per month due to stove sales. The sales target of 5,000 units was exceeded with actual sales of 5,204 stoves. Using these stoves, the same family meal can be cooked with 70% less charcoal than usual, thereby reducing charcoal consumption and, ultimately, deforestation.

**Performance and Prospects:** The GOS has to accelerate policy reform to attract new investments that will stimulate economic growth. In FY 2000, SO1 continued to coordinate the private sector donor working group's efforts in policy dialogue and program coordination to strengthen the enabling environment for the private sector. A USAID-funded study by the World Bank's Foreign Investment Advisory Services identified key distortions in Senegal's tax system and opportunities for streamlining tax incentives and procedures for businesses.

To speed up customs clearance procedures, USAID supported training on the computer-based "Orbus-2000" program for more than 200 people involved in customs clearance. Five simulations concluded that the clearance process could be completed within one hour compared with two days for the manual process. USAID will follow-up the implementation of: (a) the GOS commitment to reduce the number of forms required for customs clearance procedures; and (b) the Senegal Trade Point and GOS Customs Department partnership agreement to link their computer systems into a single one to reduce the average time for completing customs clearance.

Following the legislative elections in late April 2001, the SO will reassess the GOS's commitment to larger scale reforms for private sector investors. Assuming favorable conditions, USAID will continue to support the GOS's full implementation of the remaining reform measures under its Roadmap-based Action Plan to remove administrative barriers to investment and anticipates providing institutional support to Senegal's recently created Investment Promotion Agency. A key objective of the new agency is to improve the enabling environment for private investment.

To increase the population's access to financial services, SO1 has begun work with microfinance institutions (MFIs) in the remote regions of Kolda and Tambacounda and anticipates expanding to the regions of Thies and Ziguinchor in FY 2001. The extent and range of activities in Casamance, and particularly outside the towns of Ziguinchor and Kolda, will depend on security conditions.

An early contribution of the MFI intervention has been a nationwide census of microfinance branches. The resulting digital map of the country's MFIs replaced an outdated pin map and triggered requests by other SOs, partners and Peace Corps for overlays of their data on the digital maps and in doing so, have opened dialogues for possible future collaboration in zones of common intervention. USAID and the Ministry of Finance's MFI regulatory unit jointly sponsored information sessions on GOS registration procedures and financial reporting requirements for MFIs, resulting in several MFIs becoming registered for the first time and thus becoming eligible to participate in USAID's program. More accurate MFI financial reports will help monitor and improve the quality of financial services and allow potential problems to be identified quickly. To increase synergy among donors in the microfinance sector, SO1 will host a microfinance donors group. This will become increasingly important as donors seek possible interventions in the Casamance to leverage economic growth. Also in 2001, USAID intends to

fund MFI managers to attend the Consultative Group to Assist the Poorest (CGAP) microfinance training courses for the benefit of their institutions.

The Loan Portfolio Guarantee (LPG) program helps small and medium-sized enterprises to obtain credit. A local commercial bank, CBAO, underwent an intensive management restructuring in FY 2000 and is now fully prepared to implement the program. The bank has reported its first loans under the guarantee, expects more transactions in the near future from Dakar clients and is exploring the possibility of marketing the program in secondary cities. In an effort to reduce financial risks, SO1 has offered training for CBAO staff in portfolio management and risk assessment, in order to extend the outreach of the LPG activities to secondary cities. SO1 has also identified three other commercial banks interested in the LPG and will attempt to bring at least one of them into the program.

With a demand-driven, non-sectoral approach to business services, USAID's program has been able to select local groups that demonstrate an interest and capacity to take ownership of assistance. By contracting services of local consulting firms, USAID's approach is supporting capacity development of those firms. By 2003, SO1 expects to have significant impact in developing appropriate management and entrepreneurial skills, including quality management, products marketing, business start-up/transformation, conservation techniques.

To build upon the momentum achieved so far, and consolidate the preliminary results recorded both at the national and regional level, SO1 will need to receive full funding. Reduced funding would diminish the range of services as well as the geographic coverage.

**Possible Adjustments to Plans:** None anticipated at this time. The SO is in the process of refining its Performance Monitoring Plan, including revising its SO-level indicators, and will provide SO and IR level indicators to be reported on next year by the end of May 2001.

**Other Donor Programs:** A private sector donor-working group chaired by the U.S. Ambassador coordinates donor assistance for private sector development in Senegal. The World Bank, the IMF, the European Union, UNDP, France, and USAID are the leading donors supporting Senegal's private sector development. The World Bank finances programs that encourage investment, trade liberalization and tax reform and supports public entities tasked with regulating utility services electricity, telecommunication and water supply). The other donors include the African Development Bank, the West African Development Bank, Canada, Germany and Italy.

**Major Contractors and Grantees:** Chemonics International, EnterpriseWorks, The Center for Arbitration, Mediation and Conciliation, Senegal Trade Point Foundation.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Sustainable increases in private sector income generating activities in selected sectors

Objective ID: 685-001

Approved: 1998-2006

Country/Organization: USAID Senegal

Result Name: IR 1.3.2 Increased use of appropriate technology

Indicator: Number of fuel-efficient stoves sold

Disaggregated By:

Unit of Measure: Number

Year	Planned	Actual
2000 (B)	5,000	5,204*
2001	10,000	NA

Source:

Enterprise Works

Indicator/Description:

Absolute number of stoves produced and sold in Dakar. The business chain which is instrumental in reaching the number of stove sold is comprised of two ceramic liner makers employing two dozen employees of whom more than half are apprentices; 3 ceramic liner retailers, several scrap metal dealers, 39 blacksmiths, and 63 stove retailers.

Comments:

\* We want to acknowledge that there are some shortcomings in recording the precise number of stoves sold. The reason being that many stove manufacturers are illiterate and accustomed to internalizing their sale records, instead of recording them on sheet as required. Keeping paper record sheets is something that these entrepreneurs do out of consideration for USAID rather than something purposeful for them. Furthermore, these blacksmiths might avoid keeping their sale records for fear of paying income taxes.

Also please note that this is a two-year activity which will end in February 2002.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Sustainable increases in private sector income generating activities in selected sectors

Objective ID: 685-001

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 1.1.2 Judicial process more adapted to business needs

Indicator: Number of cases resolved by the Center for Arbitration, Mediation and Conciliation (CAMC)

Disaggregated By:

Unit of Measure: Absolute number

Year	Planned	Actual
2000 (B)	0	2
2001	5	NA
2002	15	NA
2003	20	NA

Source:

CAMC

Indicator/Description:

The term "cases" refer to disputes to be resolved through the Alternate Dispute Resolution (ADR) system which is categorized as negotiation, conciliation, mediation and arbitration. The two cases submitted to the CAMC during the reporting period include one dispute which was resolved through a formal arbitration process, and another dispute which was resolved through negotiation.

Comments:

The CAMC has gained credibility among the business community, as reflected by an increasing number of private enterprises, including banks, insurance and construction/public works companies which have started inserting arbitration clauses in contracts with their customers, naming the CAMC as the administrator in case of dispute. The most salient example is given by a large agribusiness firm, which just signed contracts that include an arbitration clause with farmers groups and organizations of 5,000 members total.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Sustainable increases in private sector income generating activities in selected sectors

Objective ID: 685-001

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 1.3.3 Private businesses, associations and groups strengthened

Indicator: Number of SMEs, associations, or groups in targeted zones that purchased quality business services to improve their operations.

Disaggregated By:

Unit of Measure: Absolute number

Year	Planned	Actual
2000 (B)	50	119
2001	150	NA
2002	220	NA
2003	280	NA

Source:

Chemonics International

Indicator/Description:

Absolute number of micro, small and medium entrepreneurs, associations and groups in the targeted geographic zones that have paid a nominal fee for the training received. Quality is measured by the percent of trainees reclaiming the 100% money-back guarantee if they are not satisfied with the quality of the training provided. The types of business services to date include but are not limited to, marketing, human resource management, accounting, stock management, and cybercafe set-up.

Comments:

USAID initiated an innovative for-nominal fee training system for the Senegalese private sector. Based on market principles of establishing incentives for both the trainee and the trainer, the system seeks to develop a nascent business training services market rather than to distort the same market through excessive subsidization. Trainees are required to pay a nominal fee to attend training sessions, thereby increasing the chance that they value and implement the training principles. Fees from trainees have represented 15 to 20 percent of actual training cost for courses given to date. Participants are offered a 100% money-back guarantee if they are not satisfied with the quality of the training. The trainers also have an incentive to perform at peak levels because any money-back guarantee reimbursements are reduced from their fees. Trainees must write or orally communicate the reasons they found the training was lacking quality. This provides immediate feedback to both sponsor and implementor of the training. When announced early on, multiple skeptics said that nominal fee-based approach would not work in Senegal. The response in the six months of operation has exceeded USAID's expectations as no participant claimed reimbursement.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Sustainable increases in private sector income generating activities in selected sectors

Objective ID: 685-001

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 1.2.1 Decentralized Financial System (DFS) expanded and sustained

Indicator: Number of individual branch offices of MFIs in target areas that received USAID assistance

Disaggregated By:

Unit of Measure: Absolute number

Year	Planned	Actual
2000 (B)	50	68
2001	150	NA
2002	300	NA
2003	400	NA

Source:

Chemonics International

Indicator/Description:

Absolute number of all MFI branch offices in target regions that received technical, managerial or other assistance from USAID. Branch offices include individual offices within microfinance networks as well as individual (i.e., non-network affiliated) institutions. The type of assistance include, but are not limited to, technical, managerial and computer training, computer procurement, office equipment and grants.

Comments:

SO1 initiated a competitive support program for existing microfinance institutions in mid-FY 2000. The demand for and the quality of submissions exceeded expectations. Year to year growth is expected to increase significantly because of increased awareness and interest in the program, and geographical expansion to all the targeted areas. There was only six-month implementation in FY 2000 in two regions, and the achievement of 68 out of a total of 488 branch offices is sufficient.

FY 2000 results are expected to double in FY 2001 before annual growth begins to stabilize and the program saturates the targeted areas. The 68 branch offices are members of three microfinance networks, whose membership is 82% female.

## **SO Text for SO: 685-002 More effective democratic and accountable local management of services and resources in targeted areas**

Country/Organization: USAID Senegal

Objective ID: 685-002

Objective Name: More effective democratic and accountable local management of services and resources in targeted areas

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
10% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
10% 2.2 Credible and competitive political processes encouraged  
15% 2.3 The development of politically active civil society promoted  
40% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
25% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Environment

(Page limitations for narrative begin here):

**Summary of the SO:** This SO increases the ability of Senegalese in all 10 regions, 60 urban communes and 320 rural communes to foster transparency and citizen participation in local affairs and to mobilize resources at the local level to address development needs. The SO

contributes to agency goal no. 2 "Sustainable Democracies Built" and agency goal no. 5 "Environment Managed for Long Term Sustainability" and to the Mission Performance Plan's democracy and economic development goals. In particular, the SO assists Senegal to implement a genuinely decentralized model of governance, maintain democratic stability and conserve its natural resources. The following key results are necessary to achieve the objective: 1) increased capacity of local institutions; 2) increased access to financial resources; 3) increased popular participation in the management and oversight of local affairs; and 4) more effective implementation of policies and regulations related to decentralization.

The SO is meeting performance expectations, as seen by:

- progress among local governments and their non-government partners in producing better and more widely published plans and budgets; and
- increased crop yields, restoration of salinated acreage for cultivation, cultivation of alternative crops and an increase in women-run small enterprises established or enlarged in environmentally fragile areas.

In addition, the primary decentralization program is up and running and already generating increased cooperation between government and non-government actors.

**Key Results:** Successful local management of natural resources is essential to the economic and social welfare of Senegal. This year, USAID's community-based management program resulted in 94% of targeted communities (15 out of 16) successfully implementing land use plans developed with program assistance. Efforts to make the process more transparent than in the past were very successful, with Local Development Committee minutes accessible to 10% more of population than the program anticipated. Small-scale commercial activity has increased as well, and the natural resource management committees now established seem poised to continue to operate without external support. This augurs well for the next phase of agriculture and natural resource management assistance now being designed.

Land tenure continues to be an extremely sensitive and unresolved issue. USAID supported convocations in all ten regions and at the national level that resulted in a consensual position by the regional councils on what form a change in the land tenure law should take. This position has been passed to the national legislature for action. On the broader theme of conflict resolution, USAID assistance increased local leaders' knowledge of the law and regulatory texts related to the national land tenure systems. Local Development Committees (LDCs) took extensive advantage of the assistance: 68% of LDCs used established mechanisms for the resolution of conflicts between and within local organizations whereas the target for this year was 10%. Also in 2000, 44% of female and 59% of male community leaders in USAID zones of intervention improved their knowledge of national land tenure system laws and regulations. As compared to the baseline figures, the percentage of women who have knowledge of national land tenure laws and regulations increased by 13%, and for men 7%.

All this contributes to the decentralization objective, where other assistance this year emphasized the cooperative preparation and execution of budgets, a key determinant of progress: the 2001 budget was not only prepared by the local governments in the zones of intervention, but also involved all local actors in the budget process.

**Performance and Prospects:** Decentralization, generally and in specific sectors like agriculture and natural resource management, has central government support in principle but still needs concerted political will to streamline transfer of funds and information and skills training. The key law was passed in 1996, but decentralization is still very much a work-in-progress. USAID is supporting an evaluation of the impact of the policy to date. Where previously virtually all resources were managed by central government, a significant portion is now meant to be managed at the local level. The GOS is making changes to the cabinet and has announced proposals for re-structuring regional and local government that suggest a willingness to further strengthen local resource management. USAID is moving ahead with plans to expand activities from three regions to all ten. While a number of donors are working in decentralization, USAID's participatory, problem-oriented approach is unique. It centers around the provision of training and technical support on a demand-driven basis to strengthen local government and community capacities to address their prioritized development needs. USAID's successful approach and tools are expected to be adopted increasingly by others.

In addition to impact on land tenure already mentioned, USAID engaged in an effort to help resolve a volatile local land use conflict in southern Senegal. A case study was conducted to examine decentralization policy and regulatory issues surrounding the management of the Pata rural community forest in the Kolda region. Already serious land pressure is intensifying as farmers from the north attempt to settle inside and around the forest border. A workshop to validate recommendations of the study and develop long lasting conflict resolution mechanisms was attended by almost 200 people from local communities, as well as the governor and key GOS officials. A group is being established that will take on the work of resolving specific issues such as access to water sites and alternative crop cultivation by the new arrivals. This was hailed as unprecedented in Senegal – the resolution of such problems used to be dictated by the central or local authorities and rarely reflected the views of the local population.

USAID supported a major nation-wide public awareness program to promote broad-based participation in the 2000 Presidential Elections. The program was implemented by a consortium of eleven local human rights NGOs using public and private news media (radio, newspapers and TV) with grassroots activities conducted in partnership with Community Based Organizations (CBOs). The election produced the first change in the ruling political party since independence 40 years ago. USAID was cited by the government and civil society as the donor that contributed the most to a free and peaceful presidential election. This program also brought together, for the first time in Senegal, 11 NGOs in one coordinating and implementing structure to achieve a common goal.

If requested funding is not received, the principal loss will be the leadership USAID which exercises in community-oriented program design and operation. As mentioned, this is an approach unique to USAID, which complements the work of other donors. In addition, it would be impossible to conduct activities in all ten regions, eroding leverage with central and local government, an element that remains key to sustained success in this SO.

**Possible Adjustments to Plans:** USAID is planning to develop a new agriculture and natural resources management Strategic Objective. Several detailed analyses have been completed in recent years that point to the continuing importance of this sector to Senegal's growth prospects.

Agriculture and fisheries provide employment for approximately 80% of Senegal's workforce and account for 60% of exports. The continued southward movement of the rainfall isohyet and large-scale migrations out of agricultural areas with depleted soils (among other factors) are increasing pressure on the remaining cultivatable land, natural forests and other resources. While other donors are supporting projects targeted in specific geographic areas, none are taking a holistic, sectoral approach. The centrality of the sector and USAID's technical strengths make support to agriculture and natural resource management a continuing requisite for the USAID portfolio. USAID support will be more appropriately focused and effective and will receive the attention it deserves with a separate SO. USAID's leadership in community-oriented program design and operation complements the work of other donors in this sector.

**Other Donor Programs:** Canada is the lead donor for coordination of decentralization programs. Canada's assistance focuses initially on fiscal discipline and financial transfers among levels of government, and training for the national association of newly elected regional officials. The European Union is providing equipment to the new local governing bodies as well as helping with information systems. France, upon whose governing system the decentralization law was modeled, is providing training and equipment. Other key donors include the United Nations Development Program, the World Bank, the Netherlands and Germany.

**Major Contractors and Grantees:** The Southeast Consortium for International Development (SECID) is providing natural resource management assistance through September 30, 2001. ENDA/GRAF, a Senegal-based international NGO, will expand its technical assistance services to six new local development committees. Associates in Rural Development Inc. (ARD), an U.S. contractor, is implementing the bulk of the decentralization program. SAFEFOD, a Senegal-based NGO, has a grant for decentralization assistance in the Saint-Louis region.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: More effective democratic and accountable local management of services and resources in targeted areas

Objective ID: 685-002

Approved: 06/1998

Country/Organization: USAID Senegal

Result Name: IR 2.1.1 Managerial, Leadership, Planning and Analysis Skill Improved.

Indicator: Number of Natural Resource Management (NRM) Committees that are operational.

Disaggregated By:

Unit of Measure: Number of NRM Committees

Year	Planned	Actual
1999 (B)	N/A	13
2000	16	15
2001	16	N/A

Source:

Community-Based Natural Resource Management (CBNRM) Program results report dated December 2000.

Indicator/Description:

The Natural Resource Management (NRM) Committees are established in each of the targeted Local Government Areas with the support of the CBNRM Project. The Committees represent the technical unit of the Local Government Units. As such the Committees coordinate and promote local participation in NRM. The following criteria are used to monitor their performance:

(1) a maximum of 12 monthly meetings is scheduled by each Committee for each fiscal year. The meeting schedule is to be implemented in compliance with the NRM Committees Administrative and Financial Management Manual, which requires the presence of 51% of Committee members for a meeting to take place (as reflected by the attendance sheets); and, (2) at least two-thirds (67%) of the activities included in the committee's annual workplan and scheduled for a particular fiscal year are implemented.

Comments:

(B) stands for baseline. This project will end by October 1, 2001. The project initially targeted 20 Local Government areas. However, two Local Government areas in the Casamance Region were excluded from project's activities because of the ongoing civil unrest. In addition, two other Local Government areas in the Tambacounda Region were excluded because of growing political tensions, the resolution of which was not in the project's manageable interest.

The indicator seeks to measure the ability of Local Governments to better plan for and implement the autonomous, sustainable management of local natural resources.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: More effective democratic and accountable local management of services and resources in targeted areas

Objective ID: 685-002

Approved: 06/1998

Country/Organization: USAID Senegal

Result Name: IR 2.1.4 Increased accountability and transparency of local institutions

Indicator: Proportion of minutes of the Local Development Committee meetings that were accessible to Community-based Organization members in local languages.

Disaggregated By:

Unit of Measure: Percent (%) of meeting minutes.

The denominator (D) includes all the OCB members surveyed. The numerator (N) includes those OCB members who report having access to the minutes of the CDL meetings in local languages.  
(N/D)

Year	Planned	Actual
1999 (B)	N/A	0
2000	40	50
2001	60	N/A
2002	75	N/A

Source:

ENDA-GRAF

Indicator/Description:

A Local Development Committee is a coordination framework established by a Local Government Unit (LGU) and the different Community-based Organizations concerned with socio-economic development activities in the LGU area. The internal rules and regulations of a Local Development Committee provide for statutory meetings. These meetings are attended by representatives of the LGU and leaders of the various Community-based Organizations affiliated to the Local Development Committee. To allow a wide distribution of information and regular communication with the local population, the minutes of such meetings are to be translated into local languages.

Comments:

(B) stands for baseline. The performance data are from preliminary analysis of the 2000 field survey. The Mission will update the performance data upon completion of thorough survey data analysis.

The indicator seeks to measure the ability of local institutions (i. e.; Local Governments, Community-based Organizations, NGOs) to become more accountable and transparent. Transfer of information to and communication with the local population are key factors in local development.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: More effective democratic and accountable local management of services and resources in targeted areas

Objective ID: 685-002

Approved: 06/1998

Country/Organization: USAID Senegal

Result Name: IR 2.4.1 Better coordination among levels of local government units

Indicator: Proportion of Local Development Committees that used established mechanisms for the resolution of conflicts between and within local organizations.

Disaggregated By:

Unit of Measure: Percent (%) of Local Development Committees.

The denominator (D) includes all the Local Development Committees surveyed. The numerator (N) includes those Local Development Committees which:

(1) prove the existence of conflict resolution procedure(s); and, (2) exhibit records of conflicts resolved using the established procedure(s).

Year	Planned	Actual
1999 (B)	NA	0
2000	10	68
2001	75	NA
2002	80	NA

Source:

ENDA-GRAF

Indicator/Description:

A Local Development Committee is a coordination framework established by a Local Government Unit (LGU) and the different Community-based Organizations concerned with socio-economic development activities in the LGU area.

This indicator deals with Local Development Committees which have established mechanism(s) for resolution of conflicts over natural resources (e. g.; land, water. etc)

Comments:

(B) stands for baseline.

The indicator seeks to measure the ability of local institutions (i. e.; Local Governments, Community-based Organizations, NGOs) to resolve local resource-related conflicts under the decentralization framework.

Decentralization is a key factor in the autonomous, sustainable management of local resources.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: More effective democratic and accountable local management of services and resources in targeted areas

Objective ID: 685-002

Approved: 06/1998

Country/Organization: USAID Senegal

Result Name: IR 2.4.2 Increased knowledge of decentralization texts and related legislation.

Indicator: Proportion of local institutions (i. e.; Local Development Committees, Community-based Organizations) leaders that have knowledge of the law and regulatory texts related to the national land tenure system.

Disaggregated By: Gender.

Unit of Measure: Percent (%) local leaders.

The denominator (D) includes all the leaders of the sample local institutions. The numerator (N) includes those leaders reporting that they know about the National Domain Law.

Year	Planned	Actual
1999 (B)	NA	M=55 F=39
2000	M=65 F=49	M=59 F=44
2001	M=85 F=69	NA
2002	M=95 F=79	NA

Source:

ENDA-GRAF

Indicator/Description:

A Local Development Committee is a coordination framework established by a Local Government Unit (LGU) and the different Community-based Organizations concerned with socio-economic development activities in the LGU area.

The involvement of Local Government Units in land tenure represents one of the nine competencies transferred to Local Government Units (LGUs) that link them with decentralized natural resource management. The 1972 Administrative Reform and the 1996 Decentralization Law give LGUs the responsibility for managing their local land resource bases.

This indicator deals with the level of local leaders' knowledge about this important aspect of their responsibilities.

Comments:

(B) stands for baseline. The performance data is from a preliminary analysis of the 2000 field-level survey. The Mission will update the data upon completion of thorough analysis of the survey data. The indicator seeks to measure the ability of civil society and elected officials for autonomous, sustainable management of local land resource base.

**SO Text for SO: 685-003 Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas**

Country/Organization: USAID Senegal

Objective ID: 685-003

Objective Name: Increased and sustainable use of reproductive health (RH) services (child survival (CS), maternal health (MH), family planning (FP), and sexually transmitted infections(STIs)/AIDS) in the context of decentralization in targeted areas

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
15% 4.1 Unintended and mistimed pregnancies reduced  
25% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
15% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
30% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
15% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): Population

(Page limitations for narrative begin here):

**Summary of the SO:** This SO seeks to increase the use of reproductive health (RH) services to address demographic and health-related constraints to Senegal's development. The SO contributes to the Agency's health and population objectives and the Mission Performance Plan (MPP) goals of stabilizing population growth, protecting human health, and reducing the spread of infectious diseases. Implemented in the context of Senegal's decentralization policy, the SO focuses on increasing the participation of local communities in planning and financing health services and on developing more effective and innovative approaches to improving the quality of health care. The SO's ultimate customers are: (a) persons of reproductive age; (b) children under five; (c) groups with high-risk sexual behavior; (d) health care providers; and (e) local communities, grassroots organizations, NGOs, and political and religious opinion leaders. The SO intends to cover 29 health districts whose residents comprise 60% of Senegal's population.

Child Survival and Disease (CSD) funds are used to: (1) reinforce routine vaccination programs (EPI); and (2) expand the Integrated Management of Childhood Illnesses (IMCI) and Minimum Integrated Nutrition Package (Minpak). Earmarked HIV/AIDS funds within the CSD account are used for: (1) condom social marketing; (2) IEC and policy dialogue; (3) sero-surveillance; and (4) sexually transmitted infection (STI) prevention and treatment. Development Assistance (DA) funds are used to increase access to and use of family planning (FP) and prenatal services. CSD and DA funds contribute proportionately to local level matching funds used to support integrated health plans and capacity building in targeted districts.

Three key intermediate results were identified for achieving the SO: (1) Improved Access to Quality RH Services; (2) Increased Demand for Quality RH Services; and (3) Increased Financing of Health Services from Internal Sources. For FY 2000, the SO met expectations as measured by achievement of indicator targets and general trends in the health sector.

**Key Results:** Decentralization reforms are intended to increase resources for local-level health services (e.g., community clinics) and improve the efficiency of their use by transferring the responsibility for managing funds to local governments and encouraging local financing of health facility budgets. With the incentive of USAID matching funds, local governments' contributions of their own tax revenue to health activities have increased steadily since 1998 and exceeded the 2000 target. Local government units (LGUs) in the first cohort of health districts contributed tax revenues equaling 7.7% of the health district's annual operating budget in 1998 and 11.7% in 2000; LGUs in the second cohort of districts contributed 13.1% in 2000. The relatively rapid adoption of this new concept is a result of increased awareness among LGUs of the benefits of allocating tax revenues to health activities. Locally-elected officials have noticed that providing better quality health services for their constituents can pay political dividends (see success story for more information).

A key component of Senegal's HIV/AIDS prevention program has been condom promotion targeting high-risk groups. USAID's social marketing program ensures that "PROTEC" condoms are widely available, affordable, and conveniently accessible as an easy choice for HIV and STI prevention. The 17.5% increase in the number of private sector sales points between 1998 and 2000 denotes impressive growth in the accessibility of and demand for condoms. Traditional sales points, i.e. pharmacies, continued to sell the majority of condoms, whereas the

non-traditional sales points showed significant growth in their share of condom sales: while the number of sales points increased by 13%, their condom sales rose by 47%.

Family planning has suffered from a three-year data strike by health workers that compromised contraceptive logistics management and led to frequent stock-outs. During the same period, USAID's program was in transition and FP activities were significantly reduced. For FY 2000, the indicator on couple-years of protection (CYP) is presented as a baseline figure, since USAID is now aggressively implementing FP activities. Despite the challenging circumstances of the data strike and decreased activities during the transition period, overall CYP levels increased by 6% in 2000. The largest increases came from condoms and Norplant. During the last three years, condoms' contribution to overall CYP levels has been significant.

In 1999, the MOH initiated for the first time a series of micro-nutrient activities in conjunction with the third campaign of National Immunization Days against poliomyelitis, at which time children received the first dose of Vitamin A supplementation. Six months later, in June 2000, the MOH organized a subsequent round of micro-nutrient days to administer the second dose. During both events, USAID financed information and education activities at national and district levels to encourage participation. During the second round, USAID actively supported the development and implementation of operational plans at the district level with medical teams and community groups. The indicator on Vitamin A supplementation from UNICEF's multi-indicator cluster survey showed that 80.4% of children 6-59 months had received two doses within the previous six months. This coverage was widely hailed by the MOH and international partners as a great success for a first-time effort. USAID will continue to support the MOH's efforts to increase micro-nutrient supplementation over the next few years.

**Performance and Prospects:** Overall, USAID has achieved its target in increasing the use of RH services. Use of family planning has continued its slow but steady ascent, particularly in urban areas: 18% of women in urban areas were using modern methods in December 1999, representing a 48% increase within five years. During FY 2000, USAID's child survival (CS) activities generated intense demand for two new key areas of prevention - malaria and vaccinations - for which interventions (see success story for more information) are planned beginning in FY 2001. Finally, successful HIV/AIDS prevention activities are being reinforced by an expanded network of voluntary counseling and testing centers that are key to sustaining Senegal's low prevalence rate. USAID is also supporting targeted care and support services for families affected by AIDS.

The catalyst to these results is effective coordination and collaboration between USAID's grantees and contractors, and collectively with the MOH's national health and development plan. The USAID health team devoted most of FY 2000 to the lengthy process of procuring four long-term implementing instruments and orienting new technical assistance teams. Achieving "real" and constructive collaboration between these partners has been facilitated by the reality of decentralization reforms. Because these reforms dictate that planning and financing of health services take place at the community level with locally elected officials, medical personnel, and community groups, USAID interventions must operate in the same context in order to have sustainable impact. As such, these four partners in health financing, CS, maternal health (MH), FP, and STI/AIDS must coordinate activities such as community outreach and technical training,

as they have common counterparts. This offers both a time- and cost-efficient approach to local level interventions and also reflects more closely the integrated nature of health care service delivery at the periphery. Building this level of collaboration among the partners has been a strenuous process, but in the long run it will pave the way for efficient interventions with sustainable results.

Future success of the strategy depends upon both management and programmatic factors. On the management side, effective collaboration among all partners is key as they work towards integrating activities at the local level. USAID will continue its efforts to build the foundation for sustainable and productive collaboration. On the program side, last year's experience with matching funds illustrated that additional effort must be made to include women in local level planning, implementation, and evaluation. To overcome the cultural, economic, and political barriers to real participation by women, USAID's ENABLE project is identifying selected cross-cutting activities to reinforce and empower women to truly engage in and benefit from the health program.

The ultimate program goal is ownership by community, health, political and special interest groups of sustainable activities at the local level. In 2000, eight health districts were enrolled in the health financing program; by 2003, all 29 health districts will be participating. The MOH has recommended that USAID share its health financing approach with other donors to encourage them to adopt it in their respective intervention zones. Any reduction in budget allocations will compromise USAID's ability to effectively cover the targeted intervention area, thus preventing the achievement of program results. In addition, continued financing will be key to providing a national response to reinforce HIV/AIDS prevention and care/support in order to maintain Senegal's low HIV prevalence.

**Possible Adjustments to Plans:** No adjustments are foreseen at present.

**Other Donor Programs:** Approximately twenty other bilateral and multilateral donors, including the World Bank, Japan, France, and the European Union, also contribute to the health sector in Senegal. Over the 1998-2002 period, it is estimated that the Government of Senegal will support about 60% of its planned health budget by providing human and material resources, while donors will fund about 30% of this budget, mostly for preventive health and family planning. Cost-recovery systems are expected to contribute the remaining 10%.

**Major Contractors and Grantees:** USAID continued its collaboration with Global Bureau cooperating agencies under Field Support mechanisms, i.e. BASICS, CMS, BUCEN, PHR, AVSC, and IMPACT. Long-term technical assistance partners for the next five years include: (1) Management Sciences for Health (MSH) for FP/MH activities; (2) Family Health International (FHI) for prevention and treatment of STIs/AIDS; (3) Development Associates Inc., (DA) for decentralized health financing; and (4) BASICS II for CS. Three local NGOs were also involved in program implementation: (1) Agence Pour le Développement du Marketing Social (ADEMAS), the CMS partner for contraceptive social marketing; (2) Association Sénégalaise Pour le Bien-Etre Familial (ASBEF), the local IPPF affiliate; and (3) Santé de la Famille (SANFAM), for FP activities.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas

Objective ID: 685-003

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 3.3.1 Public resources allocated to health increased in real terms

Indicator: Contribution of local governments in the first cohort to the annual operating budget of health districts

Disaggregated By: cohort made up of health districts, which are enrolled the same year

Unit of Measure: Percent of the annual operating budget of health districts

Year	Planned	Actual
1998(B)	NA	7.7
1999	8.5	8.7
2000	9.5	11.7
2001	10.5	NA
2002	11.5	NA
2003	12.5	NA
2004	13.5	NA
2005	14.5	NA
2006	15.5	NA

Source:

USAID/Partnerships for Health Reform (PHR) [1998-1999]

USAID/Development Associates Inc. (DA) [2000]

Indicator/Description:

The operating budget includes the recurrent expenses for telephone, drugs, electricity, fuel, water, training, supervision, office supplies, maintenance, personnel, and miscellaneous. The Ministry of Health defines the health district as an administrative and technical structure that groups together a set of satellite health huts and health posts around a health center to provide services to a defined geographical area of roughly 100,000 - 150,000 population. The health districts defined as the first cohort were enrolled in 1998 and included Darou Mousty, Guinguineo, and Kaolack. A local government refers to a town or rural council. It uses local tax revenues to support social services. The three health districts encompass 24 local governments: five town councils and 19 rural councils.

Comments:

(B) stands for baseline. USAID has implemented new and innovative mechanisms for increasing local government participation in health financing. Eventually, 29 health districts will benefit from this program. In 1998 and 1999, the program enrolled the first cohort that comprised the three health districts listed in the description section. The above results refer to this first cohort. Over time, the local government's contributions may fluctuate depending on their abilities to collect local tax revenues. In this respect, setting steady increasing target is one of the most challenging tasks. The actual 2000 figure is greater than the planned contributions for 2001 and 2002. Yet, it might be wise to keep them one year more to ascertain that the process is institutionalized. The USAID's matching fund and LGU contribution to the operating budget are complemented by central government allocations and contributions from the local health committee, and other sources.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas  
Objective ID: 685-003

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 3.3.1 Public resources allocated to health increased in real terms

Indicator: Local governments' contribution to the annual operating budget of the second cohort of health districts

Disaggregated By: cohort comprising health districts enrolled the same year

Unit of Measure: Percent of the annual operating budget of health districts

Year	Planned	Actual
2000 (B)	N/A	13.1
2001	15	N/A
2002	17	N/A
2003	19	N/A
2004	21	N/A
2005	23	N/A
2006	25	N/A

Source:

USAID/Development Associates Inc. (DA) [2000]

Indicator/Description:

The operating budget includes the recurrent expenses for telephone, drugs, electricity, fuel, water, training, supervision, office supplies, maintenance, personnel, and miscellaneous. The Ministry of Health defines the health district as an administrative and technical structure that groups together a set of satellite health huts and health posts around a health center to provide services to a defined geographical area of roughly 100,000 - 150,000 population. The health districts defined as the second cohort were enrolled in 2000 and included Dahra, Kebemer, Linguere, Louga, and Thiadiaye. A local government refers to a town or rural council. It uses local tax revenues to support social services. The five health districts encompass 50 local governments: five town councils and 45 rural councils.

Comments:

(B) stands for baseline. USAID has implemented new and innovative mechanisms for increasing local government participation in health financing. Eventually, 29 health districts will benefit from this program. In 2000, the program enrolled the second cohort that comprised five health districts as listed in the description section. The above results refer to this second cohort. Over time, the local government's contributions may fluctuate depending on their abilities to collect local tax revenues. In this respect, setting steady increasing target is one of the most challenging tasks. The USAID's matching fund and LGU contribution to the operating budget are complemented by central government allocations and contributions from the local health committee and other sources.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas  
Objective ID: 685-003

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: IR 3.1.2 Expanded Network of Private Sector Services Delivery Points (SDPs)

Indicator: Number of private PROTEC-brand sales points

Disaggregated By:

Unit of Measure: Number of sales points

Year	Planned	Actual
1998 (B)	N/A	1746
2000	2000	2052
2002	2175	N/A
2004	2325	N/A
2006	2500	N/A

Source:

Activity Reports from the Agency for the Development of Social Marketing (ADEMAS)

Indicator/Description:

PROTEC is a condom brand that was introduced in the national network of pharmacies in April 1995. In June 1997, its distribution system was extended to non-pharmaceutical sales points in the private commercial sector. These non-pharmaceutical sales points are in urban and peri-urban areas throughout Senegal. They include coffee shops, bars, restaurants, bus stops, hotels, nightclubs, supermarkets, hair salons, cosmetics shops, telephone kiosks, and gas station-based minimarkets.

Comments:

ADEMAS was established in June 1998 under the Social Marketing for Change (SOMARC) project, which was carried out from 1993 to 1998. It became fully operational as a Senegalese association in October 1998. ADEMAS serves as a means for the Ministry of Health and USAID to build on the results of SOMARC and to promote local capacity for social marketing activities. The central project CMS (Commercial Marketing Strategy) has been the vehicle for USAID's support to ADEMAS, which has partnered with organizations in the private sector such as distributors, wholesalers, retailers, NGOs, associations, trade unions, and community health committees as an extension of work with the national pharmaceutical supply.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas  
Objective ID: 685-003

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas

Indicator: Couple-Years of Protection

Disaggregated By:

Unit of Measure: Couple-Years of Protection

Year	Planned	Actual
2000 (B)	196084	201521
2001	216546	N/A
2002	234345	N/A
2003	254950	N/A
2004	269941	N/A
2005	285814	N/A
2006	302619	N/A

Source:

Contraceptive Procurement Tables (CPTs) and Contraceptive Logistics Reports from DELIVER [2000 - 2003]  
USAID/SOT3:[2004-2006]

Indicator/Description:

Estimated number of couples protected against pregnancy for one year, based on contraceptive distribution to MOH facilities, Non Government Organizations (NGOs) such as ASBEF and SANFAM, social marketing, and AIDS program. Estimations are based on the current CYP conversion factors: IUD (1 unit = 3.5 CYP); Condoms (120 distributed = 1 CYP); Depo (4 injections = 1 CYP); Vaginal Foaming Tablets (120 units = 1 CYP); Norplant (1 unit = 3.5 CYP); and Oral pills (15 units = 1 CYP).

Comments:

(B) stands for baseline. These data are a composite estimate from private sector/NGO and public sector institutions. Private sector data are significantly more reliable as a result of the data strike by public sector health personnel. The data strike lasted from April 1997 to November 2000. Because of partial coverage, the planned levels of CYP for 1998 through 2000 were not realistic. Furthermore, the significant reduction in FP activities during the transition period was not correctly factored into the projections. Accordingly, the decision was made to set year 2000 as baseline. For reference purposes, the actual CYP for 1998 and 1999 are 192362 and 190322 respectively.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas  
Objective ID: 685-003

Approved: 06/98

Country/Organization: USAID Senegal

Result Name: Increased and sustainable use of reproductive health services (Child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas

Indicator: % of children 6-59 months receiving Vitamin A supplementation in the previous six months

Disaggregated By:

Unit of Measure: Percent of children 6-59 months old

Year	Planned	Actual
2000 (B)	N/A	80.4
2002	85	N/A
2004	90	N/A
2006	95	N/A

Source:

UNICEF, Multiple Indicator Cluster Survey (MICS)

Indicator/Description:

To measure Vitamin A supplementation coverage, every other year, USAID will track the percentage of children 6 - 59 months of age receiving Vitamin A supplementation in the previous six months.

Comments:

(B) stands for baseline. These figures are preliminary data provided by UNICEF's MICS. Such a survey is likely to be conducted every two years.

## SpO Text for SpO: 685-008 Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Country/Organization: USAID Senegal

Objective ID: 685-008.01

Objective Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Self-Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
2% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
2% 2.3 The development of politically active civil society promoted  
4% 2.4 More transparent and accountable government institutions encouraged  
88% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
2% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
2% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Democracy and Human Rights

(Page limitations for narrative begin here):

**Summary of the SpO:** In Senegal, the majority of girls leave school before third grade, only 23% of all middle-school aged children are in school, and a large majority of the women are illiterate. The country's education system is ill-prepared to provide the majority of its citizens with basic skills and develop a workforce that is competitive in the 21<sup>st</sup> century. In this context, USAID created a Special Objective (SpO) to get girls into school, keep them there, and teach them useful life skills.

The SpO is part of the Education for Development and Democracy Initiative (EDDI) that aims to improve the level and quality of education in Africa, and to assist Africa to integrate into the world community of free-market democracies. In Senegal, EDDI focuses on girls and young women in primary, secondary and vocational schools.

This inter-agency initiative (USAID, Peace Corps, and the State Department) marks an important commitment by the United States to invest in the girls and young women of Senegal. To address factors that keep girls out of school, the SpO includes provision of school supplies, construction of latrines and rehabilitation of classrooms, and vocational and life-skills training. The training is designed to help students better assess and prepare themselves for the realities of the local labor market and to improve the quality of their lives. Skills acquired will range from caring for personal health to small business development. The SpO contributes to the Mission Performance Plan's Economic Development goal and to the Agency's goal of building human capacity through education and training.

Using basic education funds from the Child Survival and Diseases account, the SpO will facilitate girls' access and retention in 30 targeted primary schools through increased parental and local government support to primary schools and an improved school environment. With Development Assistance funds the activity will provide relevant skills for girls and young women through improved formal and informal vocational training in four vocational schools.

The SpO approved in September 1999, is meeting performance expectations. USAID has forged a solid working relationship with U.S. and Senegalese partners through the process of defining a program that is consistent with the Senegalese Government's 10-year program for education and training. USAID did not anticipate that the EDDI program would occupy an important place in Senegal's ten-year education plan, and yet in practice, USAID has proven to be the lone donor focusing on promoting girls' education.

**Key Results:** In the year since inception of the activity, USAID has developed close working relationships with the Ministry of Education (MOE) and key donors to ensure GOS commitment to the program and complementarity with the 10-year MOE education program. Building this level of collaboration among partners, while time-consuming, has set the stage for greater participation of MOE staff in all of the USAID activities and ensures more sustainable results.

- The EDDI team and MOE officials identified the target population, refined results and performance measures, collected baseline data, and visited over 50 schools in four regions to select target schools.
- A visionary Girls Scholarship Program was set up under the Ambassador's sponsorship and in collaboration with Peace Corps to help girls complete high school. The fund will apply to all 10 regions in Senegal.

- Close working relationships were developed with the NGO/PVO community in the education sector, and the Embassy Self-Help fund program.

**Performance and Prospects:** Representatives from the MOE, other donors and members of target communities (Parent teacher groups, students, etc. are enthusiastic about the participatory nature of the activity and its holistic approach. The 30 primary schools and 4 vocational schools selected cover four intervention zones (suburban Dakar, Fatick, Diourbel and Louga). Specific activities will consist of:

- Publicity and public awareness campaigns about the access to, and retention of, girls in school;
- Provision of textbooks, school supplies, and reading materials;
- Construction of latrines and rehabilitation of classrooms;
- Provision of equipment to develop marketable skills in vocational schools;
- Introduction of life-skills modules in primary and vocational schools; and
- Collection of data on the number of school-aged children in targeted villages and urban neighborhoods and other base-line data.

The Ambassador's Girls Scholarship Program, aimed at helping keep the brightest and most needy girls in high school for their final three years (10<sup>th</sup>-12<sup>th</sup> grades), will be nationwide. Mentoring is a key aspect of this program. Professional Senegalese women will be recruited as volunteers to mentor scholars while, at the same time, scholars will be expected to become mentors for younger girls to transmit the value of dedication to their own education.

USAID is funding an information technology pilot with the *Front de Terre* public primary school that will make computer and Internet services available to more than 1,000 students at *Front de Terre* and surrounding schools. If this pilot endeavor is successful, it will demonstrate that modern information technology can be an important tool in all schools - not just those with private funds. This new technology will improve the pedagogical quality of the teaching, enlarge the horizon of the students as well as the teachers and offer a better management tool for the school's administration.

If additional resources are available, USAID will support the extension of the program to primary and vocational schools in the Casamance in southern Senegal, where education has been disrupted by armed conflict. Urban areas have established schools for children displaced from villages that are destroyed or mined. These schools, housed in courtyards of dilapidated regular schools, are often made of bamboo mats, making classes during the rainy season next to impossible. USAID's focus on girls' education and vocational training is pertinent in a post-conflict situation: women have been shown to have a critical role in promoting peace, and vocational training provides valuable income generating skills in an economically depressed area.

USAID is also reviewing the experience of other donors on community based schools. These schools constitute an alternative form of education for students who are not able to begin primary school at the appropriate age. If further funding is available, USAID believes that support to these schools will help to achieve full enrollment, especially for girls, much sooner.

By FY2003, USAID anticipates that the current program will be largely completed, except for the girls scholarship program, and will offer insights and lessons that can be applied on a broader scale to continue to improve girls education.

**Possible Adjustments to Plans:** Human resource development - and in particular increased quality and access to primary education - is a fundamental prerequisite for more rapid, sustainable progress. While Senegal has under-invested in basic education for many years, the trend is changing. Regrettably, while other donors are interested in girls' education, they have not committed resources to it. USAID's comparative expertise in increasing girls' enrolment and retention, and in participatory development, could make a major contribution to the success of education reform, and more broadly to social progress, in Senegal. To do so, however, would require a significant commitment of new resources beginning in FY 2003 to launch a more substantial partnership with Senegal and the other donors to improve the quality of education for girls.

USAID extended the completion date of the SpO to 2005 in order to provide three-year scholarships for high school girls under the Ambassador's Girls Scholarship Program.

**Other Donor Programs:** The World Bank (with a \$50m credit), France, Japan and Canada are providing the bulk of external resources for the GOS's 10-year education and training plan.

**Principal Contractors, Grantees or Agencies:** NGO partners will help GOS and USAID achieve the key results. Creative Associates International Inc. with an international NGO, TOSTAN will provide textbooks, school supplies and reading materials, construct latrines and rehabilitate classrooms, and introduce "life-skills" modules. Additional implementing partners will be selected in FY2001 to conduct public awareness campaigns on the benefits of educating girls and upgrade the quality of vocational training.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Objective ID: 685-008

Approved: 09/99 Country/Organization: USAID Senegal

Result Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Indicator: % of all 7 year-old children newly enrolled in the first grade of (rural) primary school.

Disaggregated By: Gender

Unit of Measure: Percent children

Year	Planned	Actual
2000 (B)	N/A	Girls=49.8
2001	Girls=51	N/A
2002	Girls=53	N/A

Source:

CAPEF (for the Baseline survey in March 2001)

Implementing partners, USAID (for targets and performance data)

Indicator/Description:

Senegalese children are eligible for primary school enrollment, by law, at 7 years of age.

The indicator seeks to measure the gross children enrollment rate in the "catchment" villages of the targeted primary schools

The indicator will be measured as follows:

N/D, where the denominator (D) is the number of 7-year old girls in the population in the "catchment" villages of the targeted schools. The numerator (N) is the number of 7-year old girls in grade 1 (new entrants but non-repeaters in the "catchment" villages of the targeted schools.

Comments:

(B) stands for baseline.

The baseline data is preliminary, as USAID is reviewing/validating the baseline survey data. The target data is provisional. USAID will submit final baseline and target data by May 30, 2001.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Objective ID: 685-008

Approved: 0000-00-00

Country/Organization: USAID Senegal

Result Name: Improved Training Environment in Targeted Vocational Training Centers

Indicator: Number of vocational centers meeting minimum quality standards

Disaggregated By:

Unit of Measure: Number of centers

Year	Planned	Actual
2000 (B)	N/A	1
2001	2	N/A
2002	4	N/A

Source:

CAPEF (for the Baseline survey in March 2001)

Implementing partners, USAID (for targets and performance data)

Indicator/Description:

Index for minimum quality standards include: 1) functional toilets available to students; 2) water supply available to students; 3) working refrigerator; and, 4) ratio of functional sewing machines per trainee.

This indicator will be measured as follows:

-in Year 2: number of centers that satisfy at least 3 components of the index out of 4.

-in Year 3: number of centers that satisfy all the 4 components of the index.

Comments:

(B) stands for baseline.

## SO Text for SO: 685-009 Improved Enabling Conditions for Peace via Economic, Social and Political Development

Country/Organization: USAID Senegal

Objective ID: 685-009

Objective Name: Improved Enabling Conditions for Peace via Economic, Social and Political Development

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
15% 1.2 More rapid and enhanced agricultural development and food security encouraged  
20% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
20% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
5% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
5% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
10% 5.5 Sustainable management of natural resources increased  
5% 6.1 Urgent needs in times of crisis met  
20% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Economic Development

(Page limitations for narrative begin here):

**Summary of the SO:**

The overall goal of this initiative is to improve enabling conditions for a sustainable peace in the Casamance region via economic, social and political development. The program focuses on those most affected by the conflict: youth, women, children, and displaced persons. The program will be active in as much of the Casamance as security conditions permit, in order to encourage broad-based support for the peace process.

The 19-year armed conflict in the resource-rich Casamance (comprised of the regions of Kolda and Ziguinchor in southern Senegal) has been a major constraint to Senegal's development. The cost of the conflict between the MFDC (Mouvement des Forces Démocratiques de la Casamance) and the Senegalese army has been high in terms of GOS financial resources and social and humanitarian consequences. Since June 1999, intermittent progress has been made in finding a solution to the crisis- most recently culminating with a peace accord signed on March 16, 2001. This Special Objective (SPO) contributes to the Mission Performance Plan goal to encourage democracy and contributes to a number of results in the Agency Strategic Framework. The SPO also fosters sub-regional stability as many of the problems in the Casamance, notably refugees, banditry, cattle rustling and drug running, cross-national borders into Guinea-Bissau and The Gambia.

To achieve this SPO, three broad Key Intermediate Results (KIR) are necessary: (1) Improved Standards of Living for the Affected Population; (2) Increased Self-Reliance for local Development Actors; and (3) Improved Conditions for Local Level Conflict Resolution.

This new SPO, approved in September 1999, is meeting expectations. By the end of FY 2000, two partners had launched programs, one of which has played a central role in advancing the peace process. As the first donor to initiate a response to the conflict, USAID is regarded by the GOS and other donors as a key player in the Casamance.

**Key Results:** The renewed presence of USAID in the Casamance, after a three-year absence, has created an optimism that should not be underestimated and provides concrete evidence of donor commitment to assisting the Casamance if peace returns to the region. Many donors stopped working in the region following USAID's decision to pull out in 1997. Therefore, USAID presence is perceived as a barometer for other agencies. In FY 2000, two USAID SOs began working in the more secure Kolda region of the Casamance. In addition to its work in decentralization, SO2 conducted an important conflict resolution forum on land rights and usage in an area plagued by conflict over land. Often overlooked, land use conflicts are a potential powderkeg in Kolda, and the mechanisms put in place at the conference to resolve issues and prevent further conflict are a useful model for other similar situations.

Poverty and lack of employment are also key factors in the Casamance conflict- especially for youth who have a high potential to turn to banditry or drug abuse if not productively occupied. SO1's launch of small and micro-enterprise development activities in the Kolda region will increase access to credit and business skills training, thereby encouraging entrepreneurship. The SPO created 28 jobs, eight of which were for women, in the first four months of field activities. While this is a drop in the proverbial bucket, there is value in the demonstration effect as well.

The decentralization policy is often identified as one of the GOS's major responses to the Casamance conflict. Decentralization, if correctly applied, is a potentially powerful means of addressing some of the root concerns of the conflict: increased autonomy, means of raising revenue, etc. In support of the decentralization process, the SpO trained 191 local officials in decentralization principles and funded translation of relevant texts into local languages. The training was carried out in both urban and rural areas of Ziguinchor and was praised by both participants and government officials.

With USAID's guidance and support, a Senegalese NGO, APRAN GIE has evolved from an agriculturally focussed association to a key participant in the peace process. APRAN has had remarkable success in the areas in which it works in getting the population to talk about the conflict and about peace. This was a subject that was taboo. APRAN was able to accomplish this by mobilizing villagers around a non-political event: cultural weekends. Villagers, including those who were in the MFDC and based elsewhere, helped to organize three-day events in which dancing, sporting events and theater events were presented. These are things people with diverging political views can enjoy. By working together with the population to make sure the weekends happened and that they were carried out in security, APRAN established a reputation of being perhaps the only organization trusted by the GOS, the MFDC and the local population. More importantly, they provided a forum in which people were able to talk about the conflict and the effect it has had on the social structure in villages. In some areas, the cultural weekends were the first social events between villages in years.

Fifteen days of meetings were held in the Ziguinchor region to plan/implement the cultural weekends. These meetings included both members of the MFDC and government officials. None of the meetings or weekends was marred by a security incident. These results would not have been achieved if USAID had not encouraged and supported APRAN. Furthermore, APRAN has been instrumental in setting up meetings between the MFDC leadership and the GOS ministry-level officials and has acted as a 'guarantor' for the safety of MFDC members to come to Ziguinchor to negotiate. Essential channels of communication between the GOS and MFDC were opened by APRAN and have been critical in pushing the peace process forward, culminating in the signature of a Peace Accord on March 16, 2001.

**Performance and Prospects:** USAID anticipates making significant contributions in different sectors to stabilizing the situation in the Casamance in the next two years. To help alleviate poverty, increase income and food production, activities will include: cash crop promotion (primarily sesame), microfinance and environmental watershed management. Health conditions will be improved through USAID support for local production of iodized salt, vaccination campaigns, and restocking of health centers. Victims of the conflict will be provided with stress counseling and conflict resolution mechanisms will be promoted. To consolidate the peace process, peace and reconciliation sub-grants will be made to Senegalese organizations - an expression of USAID's commitment to work as much as possible with local partners.

USAID anticipates that by the end of FY2001 three or four American NGOs will have opened offices in the region of Ziguinchor, as compared to none in 1999. Already, landlords, government officials and residents of the region have been encouraged by USAID's return. As they put it: if the Americans are returning, there must be reason to hope.

If the current peace process continues in a positive direction, USAID may be called upon to assist returning refugees or displaced persons. Rapid mobilization and flexibility in using funding will be key to enable the kind of quick response that can help to solidify the peace process. Stability and security in the Casamance are likely to remain an issue for some time. USAID's program is helping to show that conditions can improve, and encouraging other donors to return to the region.

The time is right to invest in peace in the Casamance. Honoring USAID's \$10 million commitment to the Casamance will reinforce the progress to date. This is particularly critical in the upcoming months as the opposing parties continue to negotiate sensitive points outlined in the Peace Accord and envision how peace will be implemented. A reduction in USAID support would discourage those in favor of peace and lend credence to claims from those against peace that the Casamance is neglected and that the only solution is a violent struggle for independence. Supporting development in the Casamance is also a high priority for the GOS as demonstrated by the recent initiation of dialogue on the Casamance between the Minister of Finance and the donors. USAID presence also has important implications for sub-regional stability. Neither The Gambia nor Guinea-Bissau has substantial assistance programs, and to reduce funding in the Casamance would mean a further reduced presence in a sub-region that is far from stable.

**Possible Adjustments to Plans:** Some adjustments are anticipated. Although a Peace Accord has been signed, it is likely that it will meet some resistance. Banditry is likely to continue for some time. The dynamic security conditions require flexibility in defining performance indicators and affect the achievement of performance targets.

**Other Donor Programs:** At the suggestion of USAID, the European Union and UNDP re-activated a donors group for assistance to the Casamance. This group has begun to meet regularly to coordinate donor aid with the GOS. Now that a peace treaty has been signed, it is anticipated that concrete donor investments will be forthcoming. The European Union (EU) has pledged about US\$30 million over several years. Bilateral donors, working through NGO intermediaries, include France, Germany, Belgium, Canada, and Italy.

**Major Contractors and Grantees:** USAID currently works with four partners: APRAN GIE (local NGO), Catholic Relief Services, Africare, and UNICEF. Four more PVO/NGO partners will be selected in FY2001.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Improved Enabling Conditions for Peace Via Economic, Social and Political Development

Objective ID: 685-009

Approved: 09/99

Country/Organization: USAID Senegal

Result Name: SPO level The re-establishment of conditions for economic and political development in the Casamance

Indicator: Number of USAID SOs or SPOs present in each of the two regions of the Casamance

Disaggregated By:

Unit of Measure: Number of SOS or SPOs

Year	Planned	Actual
1999	0	0
2000	N/A	2
2002	7	

Source:

USAID

Indicator/Description:

This indicator measures the return of normal USAID programming in the Casamance, following the pullout of USAID in 1997.

Comments:

Targets were not established for FY 2000. Actual results include: SO1 activities in Kolda, and SO2 activities in Kolda. In future years results will be broken down by region (Kolda and Ziguinchor).

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: The re-establishment of conditions for economic and political development in the Casamance

Objective ID: 685-009

Approved: 1999-09-03

Country/Organization: USAID Senegal

Result Name: IR 9.2.3 Increased self-reliance for local development actors

Indicator: Number of community leaders trained in decentralization sponsored by the SPO

Disaggregated By:

Unit of Measure: Number of community leaders

Year	Planned	Actual
1999 (B)	N/A	0
2000	169	191
2001	240	N/A
2002	280	N/A
2003	400	N/A

Source:

Implementing partners, USAID

Indicator/Description:

Community leaders include elected officials, leading citizens, or members of civil society (women's groups, heads of NGOs and associations). They are people who are able to spread the information on decentralization and to use it effectively due to their social, political, religious, or economic status, which can influence community or individual decision. In 1996, Decentralization laws transferred a wide range of responsibilities to existing local governments (rural and urban councils) and new regional councils. The transferred authorities include land tenure; environment and natural resources; health, population, and social affairs; youth and sports; culture; urban planning and housing; education; land development; and development planning. Specifically, USAID has sponsored training in the opportunities and challenges of decentralization; the constituents and stakeholders within the rural council; the various roles and responsibilities; and the budget and planning processes.

Comments:

The indicator seeks to measure the ability of civil society or locally elected officials to become more self-reliant. Decentralization is a key factor in autonomous management of local resources, but it is poorly understood by the local population.

## Performance Data Table

### Fiscal Year: FY2003

Objective Name: Improved Enabling Conditions For Peace Via Economic, Social and Political Development

Objective ID: 685-009

Approved: 1999-09-03

Country/Organization: USAID Senegal

Result Name: IR 9.1 Improved Standards of Living for affected people

Indicator: Number of jobs created

Disaggregated By:

Unit of Measure: Number of jobs

Year	Planned	Actual
1999 (B)	N/A	0
2000	24	28
2001	5955	N/A
2002	6500	N/A
2003	8000	N/A

Source:

Implementing partners

Indicator/Description:

A job created is an income generating activity exercised as a direct result of USAID funds. The scope includes, but limited to, project management; extension work; training and consultancy activities; driver, guard, and cleaner positions; and microentrepreneurship. Overall, the data refer to salary or any profit relating employment as shown in proposals for funding.

Comments:

These numbers are not factoring all the income generating opportunities provided by USAID funding. For instance, farm and on-farm jobs or employment are not included. The low number of jobs in 2000 results from the fact that year was a start-up for most of the implementers, which had not actually started field work. Please note that in future years, as appropriate, results will be broken down by gender.

## **R4 Part III: Resource Request**

**Program Resources:** In the period FY 1998-2001, USAID/Senegal received 91% of the funding anticipated in the Country Strategic Plan for the same period and 30% of the funding anticipated for the \$10 million Casamance Special Objective approved in FY 99. The Mission has provided \$3.67 million from its OYB for the Casamance SpO by “borrowing” from other SOs, primarily SO1. While this was tenable during the start-up phase, borrowing cannot continue now that the SOs have commenced implementation without negatively affecting the level and quality of their results. The declining pipelines in all SOs support this contention. At the same time, given the recent peace agreement, it is more important than ever for the U.S. to demonstrate support for a lasting peace in the Casamance, and experience to date shows that USAID’s investment there has an impact many times greater than its monetary value.

**FY 2002 Alternate Request:** the Mission requests \$18.5 million in Development Assistance (DA) and \$8.3 million in Child Survival and Diseases (CSD) funds for a total of \$26.8 million in FY 2002. This request allows full funding of the Casamance SpO and provides a threshold level of resources to launch the new agriculture/natural resource management SO. Economic growth funds, most of which will be attributed to micro-enterprise, are essential for a substantive private sector development program, the top priority of the Senegalese. DG funds are particularly important to sustain the decentralization program that is already generating tangible changes in target communities and whose impact cuts across the entire USAID portfolio. Reductions below requested levels in DG and EG will create serious funding shortfalls in FY 2003 and beyond. In the health sector, the request will enable USAID to continue its leadership role in HIV/AIDS prevention and family planning and support vital new interventions in malaria and tuberculosis. It should be noted that the latter were not envisioned in the strategy and that infectious diseases funding, while welcome, has crowded out other funding in the health and non-health SOs. Finally, to demonstrate commitment to the girls’ education initiative and to take full advantage of the pilot nature of the Special Objective, the Mission is, for the first time, requesting basic education funds as part of its OYB.

**FY 2003 Request:** The Mission requests \$17 million in DA and \$11 million in CSD funds for a total of \$28 million in FY 2003. The overall increase is primarily due to a request for \$3 million in basic education and human capacity development funds to launch a substantial girls’ education program, building on the lessons of the SpO (see SpO 1, possible adjustment to plans, for rationale.) In FY 03, an increase in economic growth funding is essential as the micro-enterprise program reaches maturity. Even at the request level, SO1 faces a funding shortfall in FY 04. As in FY 02, adequate DG funds are critical for the decentralization program whose direction affects the social and economic sectors. The health budget represents a modest increase to build on anticipated accomplishments and make up for lower than planned levels of population funds in prior years. It should be noted that SO 4 is expected to have flexibility in the proportion of agriculture and environment funding it uses.

**Pipeline:** The Mission has continued to pay close attention to SO pipelines, seeking to balance Agency forward funding requirements with budget realities and concerns about future availability of certain types of funds. By the end of FY 01, the aggregate pipeline is expected to drop 22% and SOs 3 and 4 and SpO 2 (Casamance) are projected to have pipelines representing

twelve months or less of expenditures. By the end of FY 02, all SOs and SpOs are projected to be within forward funding guidelines. By FY 03, SO 1's pipeline will also be significantly lower than projected expenditure for the following year, a perilous situation for a program in full implementation.

**Workforce:** USDH staffing is projected at 13 throughout the period, following the loss of the Program Economist position during FY 01. Given the Mission's responsibilities for providing regional legal and contracting services, oversight of four non-presence countries (Mauritania, Cape Verde, The Gambia and Guinea-Bissau) and management of the WARP health SO, it is imperative that these staff levels be maintained and the positions kept filled. Overall workforce levels are also expected to remain stable as the Senegal program will be in full implementation during this period. The Mission is submitting a separate workforce table reflecting staffing for WARP SO2 (incorporating the former FHA project.) Of the 9 positions, 8 are based in Abidjan and one is in Dakar. In addition, Senegal's USDH health officer devotes approximately 50% of his time to managing the WARP SO.

**Operating Expenses:** The mandated straight lining of the OE budget will impact the Mission's ability to provide adequate managerial, financial and programmatic oversight and meet Agency information technology requirements in FY 02 and FY 03. Without an OE increase, essential training to enable program, financial management, contracting and information management staff to keep up with changes in statutory accountability and administrative requirements will be very limited. Additional OE is also needed to purchase new IT equipment to keep up with Agency requirements. Without budget relief, travel to non-presence countries and on behalf of WARP SO2 will have to be reduced, increasing management vulnerability. The Mission appreciates the flexibility of being able to use program funds for travel to non-presence countries and would like to see this option implemented to ease pressure on the OE budget. We would prefer, however, that travel funds be taken off the top of AFR's budget rather than charged only to the bilateral programs of countries with oversight responsibilities. In-country travel is also trimmed at a time when the program is fully operational in the field.

The FY 02 OE budget assumes that there are no unforeseen costs associated with the Mission's impending move to a new facility. We are currently managing the move with separate (security) OE funds which hopefully will cover all the costs of relocation. If there are unanticipated costs, or if factors beyond the Mission's control delay the move until FY 02, additional OE funds will be needed. Finally, it is important to note that the cost of ICASS, a large component of the OE budget, is difficult for USAID to control despite our active advocacy for cost control in the post ICASS council.

**ENV Sub-Directive Amounts for FY 2001 Request**

<b>COUNTRY: SENEGAL</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
More Effective Democratic and Account. Local Managt. of Serv. and Resources in Targeted Areas, 685-002						
SO 2:	2,200					2,200
SO 3:	0					
AG/NRM, 685-XXX						
SO 4:	500					500
Improved Enabling Conditions for Peace via Economic, Social and Political Development, 685-009						
SpO2	267					267
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	<b>2,967</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,967</b>

[List of Objective ID numbers](#)

### ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY: SENEGAL						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
More Effective Democratic and Account. Local Managt. Of Serv. and Resources in Targeted Areas, 685-002						
SO 2:	1,129					1,129
SO 3:	0					
AG/NRM, 685-XXX						
SO 4:	1,400					1,400
Improved Enabling Conditions for Peace via Economic, Social and Political Development, 685-009						
SpO2	583					583
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	<b>3,112</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,112</b>

[List of Objective ID numbers](#)

**ENV Sub-Directive Amounts for FY 2002 Alternate Request**

<b>COUNTRY: SENEGAL</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
More Effective Democratic and Account. Local Managt. Of Serv. And Resources in Targetd Areas, 685-002						
SO 2:	1,300					1,300
SO 3:	0					
AG/NRM, 685-XXX						
SO 4:	1,500					1,500
Improved Enabling Conditions for Peace via Economic, Social and Political Development, 685-009						
SpO2	500					500
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	<b>3,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,300</b>

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY: SENEGAL						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
More Effective Democratic and Account. Local Managt. of Serv. and Resources in Targeted Areas, 685-002						
SO 2:	500					500
SO 3:	0					
AG/NRM, 685-XXX						
SO 4:	1,500					1,500
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	2,000	0	0	0	0	2,000

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:                   Incr. and Sustain. Use of reprod. health Serv. in the Context of Decentralization in Targeted Areas									
CSD	3,931		150	300			987	2,494	
Other	0								0
	3,931	0	150				987	2,494	
SO 4:									
CSD	0								
Other	0								0
	0	0	0				0	0	
SO 5:									
CSD	0								
Other	0								0
	0	0	0				0	0	
SO 6:									
CSD	0								
Other	0								0
	0	0	0				0	0	
SO 7:									
CSD	0								
Other	0								0
	0	0	0				0	0	
SO 8:									
CSD	0								
Other	0								0
	0	0	0				0	0	
Total CSD	3,931	0	150				987	2,494	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	3,931	0	150				987	2,494	

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:                   Incr. and Sustain. Use of reprod. health Serv. in the Context of Decentralization in Targeted Areas									
CSD	2,650		150				750	1,750	
Other	0								
	2,650	0	150				750	1,750	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,650	0	150				750	1,750	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	2,650	0	150				750	1,750	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:                    Incr. and Sustain. Use of reprod. health Serv. in the Context of Decentralization in Targeted Areas									
CSD	2,258		150				1,000	1,108	
Other	0								
	2,258	0	150				1,000	1,108	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	2,258	0	150				1,000	1,108	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	2,258	0	150				1,000	1,108	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:                   Incr. and Sustain. Use of reprod. health Serv. in the Context of Decentralization in Targeted Areas									
CSD	3,150		150				1,000	2,000	
Other	0								
	3,150	0	150				1,000	2,000	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	3,150	0	150				1,000	2,000	0
Total Other		0	0				0	0	0
TOTAL PROGRAM	3,150	0	150				1,000	2,000	

Note: All funding for Malaria should now come from Infectious Diseases

# FY 2001 Budget Request by USAID/SENEGAL

Fiscal Year: 2001 Program/Country: USAID/Senegal  
 Approp: DA/CSD  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors															
Bilateral	15,238	4,462	462	4,000				0						7,500	12,200
Field Spt		0												0	0
	15,238	4,462	462	4,000	0	0	0	0	0	0	0	0	0	7,500	12,200
SO 2: More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas															
Bilateral	9,756	4,300										2,200	2,100	6,521	7,535
Field Spt	300	0												300	0
	10,056	4,300	0	0	0	0	0	0	0	0		2,200	2,100	6,821	7,535
SO 3: Increased and Sustainable Use of reproductive health (Child Survival, Maternal Health, Family Planning, and STI/AIDS) Services in the Context of Decentralization in Targeted Areas															
Bilateral	8,635	10,771					2,215	1,428	3,481	3,647				10,859	8,547
Field Spt	3,860	1,950					1,040	255		655				3,860	1,950
	12,495	12,721	0	0	0	0	3,255	1,683	3,481	4,302		0	0	14,719	10,497
SO 4: AG/NRM															
Bilateral	0	500					0	0		0		500		0	500
Field Spt	0	0					0	0		0		0		0	0
	0	500	0	0	0	0	0	0	0	0	0	500	0	0	500
SPO 1: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools															
Bilateral	1,000	0	0	0	0	0	0	0	0	0		0	0	1,463	(463)
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	1,000	0	0	0	0	0	0	0	0	0		0	0	1,463	(463)
SPO 2: Improved Enabling Conditions for Peace via Economic, Social and Political Development															
Bilateral	4,618	1,658	500	275				200		200		267	216	2,787	3,489
Field Spt		0												0	0
	4,618	1,658	500	275	0	0	0	200	0	200		267	216	2,787	3,489
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	39,247	21,691	962	4,275	0	0	2,215	1,628	0	3,847		2,967	2,316	29,130	31,808
Total Field Support	4,160	1,950	0	0	0	0	1,040	255	0	655		0	0	4,160	1,950
TOTAL PROGRAM	43,407	23,641	962	4,275	0	0	3,255	1,883	3,481	4,502		2,967	2,316	33,290	33,758

FY 2001 Request Agency Goal Totals	
Econ Growth	5,237
Democracy	2,316
HCD	0
PHN	13,121
Environment	2,967
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	13,775
CSD Program Total	9,866
<b>TOTAL</b>	<b>23,641</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by USAID/SENEGAL

Fiscal Year: 2002      Program/Country: USAID/Senegal  
 Approp: DA/CSD  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors															
Bilateral	12,200	4,700	800	3,900	0	0	0	0	0	0	0	0	0	8,500	8,400
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12,200	4,700	800	3,900	0	0	0	0	0	0	0	0	0	8,500	8,400
SO 2: More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas															
Bilateral	7,535	3,350										1,129	2,221	4,189	6,696
Field Spt	0	0												0	0
	7,535	3,350	0	0	0	0	0	0	0	0		1,129	2,221	4,189	6,696
SO 3: Increased and Sustainable Use of reproductive health (Child Survival, Maternal Health, Family Planning, and STI/AIDS) Services in the Context of Decentralization in Targeted Areas															
Bilateral	8,547	9,714					2,162	1,850	2,500	3,202				8,851	9,410
Field Spt	1,950	1,750					1,000	400		350				1,950	1,750
	10,497	11,464	0	0	0	0	3,162	2,250	2,500	3,552		0	0	10,801	11,160
SO 4: AG/NRM															
Bilateral	500	2,400	1,000	0	0	0	0	0	0	0		1,400	0	1,500	1,400
Field Spt		0	0	0	0	0	0	0	0	0		0	0	0	0
	500	2,400	1,000	0	0	0	0	0	0	0		1,400	0	1,500	1,400
SPO 1: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools															
Bilateral	(463)	0	0	0	0	0	0	0	0	0		0	0	1,897	(2,360)
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	(463)	0	0	0	0	0	0	0	0	0		0	0	1,897	(2,360)
SPO 2: Improved Enabling Conditions for Peace via Economic, Social and Political Development															
Bilateral	3,489	2,565	1,106	376	0	0	100	100	0	100	0	583	200	3,495	2,559
Field Spt		0												0	0
	3,489	2,565	1,106	376	0	0	100	100	0	100		583	200	3,495	2,559
SO 8:															
Bilateral	0	0													0
Field Spt	0	0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	31,808	22,729	2,906	4,276	0	0	2,262	1,950	2,500	3,302	0	3,112	2,421	28,432	26,105
Total Field Support	1,950	1,750	0	0	0	0	1,000	400	0	350	0	0	0	1,950	1,750
TOTAL PROGRAM	33,758	24,479	2,906	4,276	0	0	3,262	2,350	2,500	3,652	0	3,112	2,421	30,382	27,855

### FY 2002 Request Agency Goal Totals

Econ Growth	7,182
Democracy	2,421
HCD	0
PHN	11,764
Environment	3,112
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	15,977
CSD Program Total	8,502
<b>TOTAL</b>	<b>24,479</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by USAID/SENEGAL

Fiscal Year: 2002 ALT Program/Country: USAID/Senegal  
 Approp: DA/CSD  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors															
Bilateral	12,200	4,800	800	4,000				0					0	8,500	8,500
Field Spt	0	0												0	0
	12,200	4,800	800	4,000	0	0	0	0	0	0		0	0	8,500	8,500
SO 2: More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas															
Bilateral	7,535	4,200	0	0								1,300	2,900	4,189	7,546
Field Spt	0	0												0	0
	7,535	4,200	0	0	0	0	0	0	0	0		1,300	2,900	4,189	7,546
SO 3: Increased and Sustainable Use of reproductive health (Child Survival, Maternal Health, Family Planning, and STI/AIDS) Services in the Context of Decentralization in Targeted Areas															
Bilateral	8,547	8,750					2,000	1,939	2,108	2,703			0	8,851	8,446
Field Spt	1,950	2,750					2,000	400		350				1,950	2,750
	10,497	11,500	0	0	0	0	4,000	2,339	2,108	3,053		0	0	10,801	11,196
SO4: AG/NRM															
Bilateral	500	2,500	1,000									1,500	0	1,500	1,500
Field Spt	0	0												0	0
	500	2,500	1,000	0	0	0	0	0	0	0		1,500	0	1,500	1,500
SPO 1: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools															
Bilateral	(463)	500	0	0	500	0	0	0	0	0		0	0	1,897	(1,860)
Field Spt	0	0												0	0
	(463)	500	0	0	500	0	0	0	0	0		0	0	1,897	(1,860)
SPO 2: Improved Enabling Conditions for Peace via Economic, Social and Political Development															
Bilateral	3,489	3,343	1,100	700	0	0	243	150	0	150	0	500	500	3,495	3,337
Field Spt	0	0												0	0
	3,489	3,343	1,100	700	0	0	243	150	0	150		500	500	3,495	3,337
SO 7:															
Bilateral		0											0		0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0											0		0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	31,808	24,093	2,900	4,700	500	0	2,243	2,089	2,108	2,853		3,300	3,400	28,432	27,469
Total Field Support	1,950	2,750	0	0	0	0	2,000	400	0	350		0	0	1,950	2,750
TOTAL PROGRAM	33,758	26,843	2,900	4,700	500	0	4,243	2,489	2,108	3,203		3,300	3,400	30,382	30,219

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	7,600
Democracy	3,400
HCD	500
PHN	12,043
Environment	3,300
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	18,543
CSD Program Total	8,300
<b>TOTAL</b>	<b>26,843</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by USAID/SENEGAL

Fiscal Year: 2003      Program/Country: USAID/Senegal  
 Approp: DA/CSD  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors															
Bilateral	8,400	6,000	1,000	5,000				0						8,500	5,900
Field Spt	0	0												0	0
	8,400	6,000	1,000	5,000	0	0	0	0	0	0		0	0	8,500	5,900
SO 2: More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas															
Bilateral	6,696	3,500	0	0	0	0	0	0	0	0	0	500	3,000	4,212	5,984
Field Spt	0	0												0	0
	6,696	3,500	0	0	0	0	0	0	0	0		500	3,000	4,212	5,984
SO 3: Increased and Sustainable Use of reproductive health (Child Survival, Maternal Health, Family Planning, and STI/AIDS) Services in the Context of Decentralization in Targeted Areas															
Bilateral	9,410	11,350					2,900	2,130	3,000	3,320				8,752	12,008
Field Spt	1,750	1,650					1,100	400		150				1,750	1,650
	11,160	13,000	0	0	0	0	4,000	2,530	3,000	3,470		0	0	10,502	13,658
SO 4:															
Bilateral	1,400	2,500	1,000									1,500		2,500	1,400
Field Spt	0	0												0	0
	1,400	2,500	1,000	0	0	0	0	0	0	0		1,500	0	2,500	1,400
SPO 1: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools															
Bilateral	(2,360)	3,000			2,000	1,000								982	(342)
Field Spt	0	0												0	0
	(2,360)	3,000	0	0	2,000	1,000	0	0	0	0	0	0	0	982	(342)
SPO 2: Improved Enabling Conditions for Peace via Economic, Social and Political Development															
Bilateral	2,559	0	0	0	0	0	0	0	0	0		0	0	0	2,559
Field Spt	0	0												0	0
	2,559	0	0	0	0	0	0	0	0	0		0	0	0	2,559
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	26,105	26,350	2,000	5,000	2,000	1,000	2,900	2,130	3,000	3,320		2,000	3,000	24,946	27,509
Total Field Support	1,750	1,650	0	0	0	0	1,100	400	0	150		0	0	1,750	1,650
<b>TOTAL PROGRAM</b>	<b>27,855</b>	<b>28,000</b>	<b>2,000</b>	<b>5,000</b>	<b>2,000</b>	<b>1,000</b>	<b>4,000</b>	<b>2,530</b>	<b>3,000</b>	<b>3,470</b>		<b>2,000</b>	<b>3,000</b>	<b>26,696</b>	<b>29,159</b>

FY 2003 Request Agency Goal Totals	
Econ Growth	7,000
Democracy	3,000
HCD	3,000
PHN	13,000
Environment	2,000
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	17,000
CSD Program Total	11,000
<b>TOTAL</b>	<b>28,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

### Washington and Overseas Workforce Tables

Org: Senegal																
End of year On-Board								Total	Org.	Fin.	Admin.	Con-		All	Total	Total
<b>FY 2001 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	0	0	0	0	3	4	1	1	1	2		9	12
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	2	0	0		2	2
FSN/TCN Direct Hire	1	0	0	0	0	0	0	1	1	3	0	0	0	1	5	6
Other FSN/TCN	3	3	3	0	0	0	1	10	8	11	34	2	1	11	67	77
Subtotal	5	4	4	0	0	0	1	14	13	15	37	3	3	12	83	97
<b>Program Funded 1/</b>																
U.S. Citizens	0	1	0	0	0	1	1	3	0	0	0	0	0	0	0	3
FSNs/TCNs	5	5	6	0	0	1	1	18	3	0	4	0	0	0	7	25
Subtotal	5	6	6	0	0	2	2	21	3	0	4	0	0	0	7	28
Total Direct Workforce	10	10	10	0	0	2	3	35	16	15	41	3	3	12	90	125
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
NEPs	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
Subtotal	0	0	2	0	0	0	0	2	0	0	0	1	0	0	1	3
TOTAL WORKFORCE	10	10	12	0	0	2	3	37	16	15	41	4	3	12	91	128

### Washington and Overseas Workforce Tables

Org: Senegal End of year On-Board																
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/ U.S. Direct Hire	1	1	1	0	0	0	0	3	4	1	1	1	2	0	9	12
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Direct Hire	1	0	0	0	0	0	0	1	1	3	0	0	0	1	5	6
Other FSN/TCN	3	3	3	0	0	0	1	10	8	11	34	2	1	11	67	77
Subtotal	5	4	4	0	0	0	1	14	13	15	36	3	3	12	82	96
Program Funded 1/ U.S. Citizens	0	0	0	1	0	1	1	3	0	0	0	0	0	0	0	3
FSNs/TCNs	5	3	6	2	0	1	1	18	3	0	0	4	0	0	7	25
Subtotal	5	3	6	3	0	2	2	21	3	0	0	4	0	0	7	28
Total Direct Workforce	10	7	10	3	0	2	3	35	16	15	36	7	3	12	89	124
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
NEPs								0							1	1
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	1	3
TOTAL WORKFORCE	10	7	12	3	0	2	3	37	16	15	36	7	3	12	90	127

1/ Excludes TAACS, Fellows, and NEPs

TABLE SENEGAL03R2B\_WF.XLS

### Washington and Overseas Workforce Tables

Org: Senegal End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff
<b>FY 2003 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	0	0	0	0	3	4	1	1	2	2	0	10	13
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	1		0	0	1	1
FSN/TCN Direct Hire	1	0	0	0	0	0	0	1	0	3	0	0	0	1	4	5
Other FSN/TCN	3	3	3	0	0	0	1	10	8	11	33	2	1	11	66	76
Subtotal	5	4	4	0	0	0	1	14	12	15	35	4	3	12	81	95
<b>Program Funded 1/</b>																
U.S. Citizens	0	0	0	1	0	1	1	3	0	0	0	0	0	0	0	3
FSNs/TCNs	5	3	6	2	0	1	1	18	3	0	4	0	0	0	7	25
Subtotal	5	3	6	3	0	2	2	21	3	0	4	0	0	0	7	28
Total Direct Workforce	10	7	10	3	0	2	3	35	15	15	39	4	3	12	88	123
TAACS	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
Fellows	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	7	12	3	0	2	3	37	15	15	39	4	3	12	88	125

### Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO Staff	Org. Fin. Admin. Con-tract Legal All Mgmt. Mgmt Mgmt Other						Total Mgmt.	Total Staff
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/ U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/ U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	164.3		164.3	176.3		176.3	170.9		170.9	170.9		170.9
Subtotal OC 11.1	164.3	0.0	164.3	176.3	0.0	176.3	170.9	0.0	170.9	170.9	0.0	170.9
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0
11.5 FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries	72.0		72.0	74.0		74.0	76.0		76.0	76.0		76.0
11.8 FN PSC Salaries	1,276.2		1,276.2	1,304.9		1,304.9	1,285.5		1,285.5	1,379.4		1,379.4
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
Subtotal OC 11.8	1,348.2	0.0	1,348.2	1,378.9	0.0	1,378.9	1,361.5	0.0	1,361.5	1,455.4	0.0	1,455.4
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	306.3		306.3	347.4		347.4	377.3		377.3	347.8		347.8
12.1 Cost of Living Allowances	15.0		15.0	15.0		15.0	15.0		15.0	15.0		15.0
12.1 Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits	10.1		10.1	6.6		6.6	6.6		6.6	6.6		6.6
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1 Other FNDH Benefits	7.9		7.9	7.9		7.9	7.9		7.9	7.9		7.9
12.1 US PSC Benefits			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1 Other FN PSC Benefits	85.8		85.8	97.7		97.7	97.7		97.7	97.7		97.7
12.1 IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
Subtotal OC 12.1	425.1	0.0	425.1	474.6	0.0	474.6	504.5	0.0	504.5	475.0	0.0	475.0
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>		<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
<b>Org. No: 685.0</b>													
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	20.6		20.6	0.0		0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	20.6	0.0	20.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	70.0		70.0	70.0		70.0	70.0		70.0	90.0		90.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	16.5		16.5	15.5		15.5	16.5		16.5	16.5		16.5
21.0	Assignment to Washington Travel			0.0	8.5		8.5	12.5		12.5	12.5		12.5
21.0	Home Leave Travel	41.0		41.0	10.5		10.5	33.5		33.5	33.5		33.5
21.0	R & R Travel	34.8		34.8	44.0		44.0	23.0		23.0	23.0		23.0
21.0	Education Travel	5.0		5.0	0.0		0.0	0.0		0.0			0.0
21.0	Evacuation Travel	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	43.0		43.0	43.0		43.0	9.0		9.0	49.0		49.0
21.0	Site Visits - Mission Personnel	150.4		150.4	150.4		150.4	140.0		140.0	150.4		150.4
21.0	Conferences/Seminars/Meetings/Retreats	43.6		43.6	45.0		45.0	40.0		40.0	50.0		50.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
	Subtotal OC 21.0	419.3	0.0	419.3	401.9	0.0	401.9	359.5	0.0	359.5	439.9	0.0	439.9
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	63.0		63.0	105.0		105.0	126.0		126.0	126.0		126.0
22.0	Home Leave Freight	23.0		23.0	6.0		6.0	15.5		15.5	15.5		15.5
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	8.1		8.1	4.2		4.2	4.1		4.1	24.3		24.3
22.0	Transportation/Freight for Res. Furniture/Equip.	10.2		10.2	8.0		8.0	8.0		8.0	25.0		25.0
	Subtotal OC 22.0	104.3	0.0	104.3	123.2	0.0	123.2	153.6	0.0	153.6	190.8	0.0	190.8
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	210.7		210.7	173.1		173.1	173.1		173.1	173.1		173.1
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences	159.7		159.7	159.7		159.7	159.7		159.7	159.7		159.7

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	370.4	0.0	370.4	332.8	0.0	332.8	332.8	0.0	332.8	332.8	0.0	332.8
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	42.0		42.0	44.8		44.8	47.6		47.6	47.6		47.6
23.3 Residential Utilities	76.6		76.6	80.4		80.4	84.3		84.3	84.3		84.3
23.3 Telephone Costs	55.4		55.4	58.2		58.2	61.0		61.0	61.0		61.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
23.3 Courier Services	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
Subtotal OC 23.3	181.0	0.0	181.0	190.4	0.0	190.4	199.9	0.0	199.9	199.9	0.0	199.9
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	15.1		15.1	0.0		0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	15.1	0.0	15.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	42.4		42.4	44.5		44.5	46.7		46.7	46.7		46.7
25.2 Residential Security Guard Services	61.2		61.2	64.3		64.3	67.5		67.5	67.5		67.5
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances	1.1		1.1	1.1		1.1	1.1		1.1	1.1		1.1
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	30.0		30.0	30.0		30.0	30.0		30.0	30.0		30.0
25.2 Staff training contracts	10.0		10.0	10.0		10.0	10.0		10.0	20.0		20.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	146.7	0.0	146.7	151.9	0.0	151.9	157.3	0.0	157.3	167.3	0.0	167.3

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>		<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
<b>Org. No: 685.0</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
<b>OC</b>													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	800.0		800.0	800.0		800.0	800.0		800.0	800.0		800.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	800.0	0.0	800.0	800.0	0.0	800.0	800.0	0.0	800.0	800.0	0.0	800.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	5.0		5.0	5.0		5.0	5.0		5.0	25.0		25.0
25.4	Residential Building Maintenance	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
	Subtotal OC 25.4	15.0	0.0	15.0	15.0	0.0	15.0	15.0	0.0	15.0	35.0	0.0	35.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	19.0		19.0	19.0		19.0	19.0		19.0	19.0		19.0
25.7	Vehicle Repair and Maintenance	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
25.7	Residential Furniture/Equip. Repair and Maintenance	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
	Subtotal OC 25.7	25.0	0.0	25.0	25.0	0.0	25.0	25.0	0.0	25.0	25.0	0.0	25.0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	130.0		130.0	130.0		130.0	120.0		120.0	150.0		150.0
	Subtotal OC 26.0	130.0	0.0	130.0	130.0	0.0	130.0	120.0	0.0	120.0	150.0	0.0	150.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	50.0		50.0	25.0		25.0	25.0		25.0	100.0		100.0
31.0	Purchase of Office Furniture/Equip.	20.0		20.0	15.0		15.0	15.0		15.0	50.0		50.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	30.0		30.0	25.0		25.0	25.0		25.0	50.0		50.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	100.0	0.0	100.0	65.0	0.0	65.0	65.0	0.0	65.0	200.0	0.0	200.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>	<b>4,265.0</b>	<b>0.0</b>	<b>4,265.0</b>	<b>4,265.0</b>	<b>0.0</b>	<b>4,265.0</b>	<b>4,265.0</b>	<b>0.0</b>	<b>4,265.0</b>	<b>4,642.0</b>	<b>0.0</b>	<b>4,642.0</b>

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>2,618.0</u>		<u>2,610.0</u>		<u>2,619.0</u>		2,819.0
<b>Exchange Rate Used in Computations</b>	<u>675.0</u>	_____	<u>675.0</u>	_____	<u>675.0</u>	_____	675.0

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0.0	0.0	0.0
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### Cost of Controller Operations

Org. Title: USAID/SENEGAL		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 685.0		Dollars			Dollars			Dollars			Dollars		
OC		TF			TF			TF			TF		
		Total			Total			Total			Total		
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	74.6		74.6	79.4		79.4	76.9		76.9	76.9		76.9
	Subtotal OC 11.1	74.6	0.0	74.6	79.4	0.0	79.4	76.9	0.0	76.9	76.9	0.0	76.9
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0.0		0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	189.4		189.4	209.3		209.3	192.8		192.8	206.9		206.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	189.4	0.0	189.4	209.3	0.0	209.3	192.8	0.0	192.8	206.9	0.0	206.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	11.5		11.5	8.9		8.9	8.9		8.9	8.9		8.9
12.1	Cost of Living Allowances	0.4		0.4	1.2		1.2	1.2		1.2	1.2		1.2
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	0.7		0.7	0.0		0.0	0.0		0.0	0.0		0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	3.7		3.7	0.0		0.0	0.0		0.0	0.0		0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	12.9		12.9			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	29.2	0.0	29.2	10.1	0.0	10.1	10.1	0.0	10.1	10.1	0.0	10.1
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

### Cost of Controller Operations

Org. Title: USAID/SENEGAL		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 685.0		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10.5		10.5	10.5		10.5		10.5		11.7		11.7
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	5.5		5.5	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	4.5		4.5	0.0		0.0	5.0		5.0	5.0		5.0
21.0	R & R Travel	0.0		0.0	6.0		6.0	0.0		0.0	0.0		0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	5.1		5.1	5.1		5.1	5.1		5.1	6.4		6.4
21.0	Site Visits - Mission Personnel	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5
21.0	Conferences/Seminars/Meetings/Retreats	8.2		8.2	7.0		7.0	8.2		8.2	8.2		8.2
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	44.3	0.0	44.3	39.1	0.0	39.1	39.3	0.0	39.3	41.8	0.0	41.8
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	21.0		21.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Home Leave Freight	3.5		3.5	0.0		0.0	3.0		3.0	3.0		3.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	1.0		1.0	0.8		0.8	0.7		0.7	3.2		3.2
22.0	Transportation/Freight for Res. Furniture/Equip.	1.6		1.6			0.0			0.0			0.0
	Subtotal OC 22.0	27.1	0.0	27.1	0.8	0.0	0.8	3.7	0.0	3.7	6.2	0.0	6.2
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	27.4		27.4	22.5		22.5	22.5		22.5	22.5		22.5
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences	12.9		12.9	13.3		13.3	13.3		13.3	13.3		13.3

**Cost of Controller Operations**

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	40.3	0.0	40.3	35.8	0.0	35.8	35.8	0.0	35.8	35.8	0.0	35.8
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	5.5		5.5	5.8		5.8	6.1		6.1	6.1		6.1
23.3 Residential Utilities	4.3		4.3	10.5		10.5	11.0		11.0	11.0		11.0
23.3 Telephone Costs	5.9		5.9	6.1		6.1	6.4		6.4	6.4		6.4
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3
23.3 Courier Services	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
Subtotal OC 23.3	16.7	0.0	16.7	23.4	0.0	23.4	24.5	0.0	24.5	24.5	0.0	24.5
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	13.7		13.7			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	13.7	0.0	13.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	5.5		5.5	5.8		5.8	6.1		6.1	6.1		6.1
25.2 Residential Security Guard Services	4.2		4.2	4.4		4.4	4.6		4.6	4.6		4.6
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	3.9		3.9	3.9		3.9	3.9		3.9	3.9		3.9
25.2 Staff training contracts	1.5		1.5	1.5		1.5	1.5		1.5	2.6		2.6
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	15.1	0.0	15.1	15.6	0.0	15.6	16.1	0.0	16.1	17.2	0.0	17.2

### Cost of Controller Operations

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	104.0		104.0	100.0		100.0	100.0		100.0	100.0		100.0
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	104.0	0.0	104.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	0.7		0.7	0.7		0.7	0.7		0.7	3.3		3.3
25.4 Residential Building Maintenance	1.3		1.3	1.3		1.3	1.3		1.3	1.3		1.3
Subtotal OC 25.4	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	4.6	0.0	4.6
25.6 Medical Care												
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7 Storage Services			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5
25.7 Vehicle Repair and Maintenance	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.7	3.2	0.0	3.2	3.2	0.0	3.2	3.2	0.0	3.2	3.2	0.0	3.2
25.8 Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials	16.9		16.9	16.9		16.9	16.9		16.9	19.5		19.5
Subtotal OC 26.0	16.9	0.0	16.9	16.9	0.0	16.9	16.9	0.0	16.9	19.5	0.0	19.5
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.	3.9		3.9	0.0		0.0	0.0		0.0	2.5		2.5
31.0 Purchase of Office Furniture/Equip.	2.6		2.6	2.0		2.0	2.0		2.0	12.5		12.5
31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0 Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 IT Hardware purchases	3.9		3.9	3.9		3.9	3.2		3.2	12.5		12.5
31.0 IT Software purchases			0.0			0.0			0.0			0.0
Subtotal OC 31.0	10.4	0.0	10.4	5.9	0.0	5.9	5.2	0.0	5.2	27.5	0.0	27.5
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

### Cost of Controller Operations

<b>Org. Title: USAID/SENEGAL</b>												
<b>Org. No: 685.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>	<b>586.9</b>	<b>0.0</b>	<b>586.9</b>	<b>541.5</b>	<b>0.0</b>	<b>541.5</b>	<b>526.5</b>	<b>0.0</b>	<b>526.5</b>	<b>574.2</b>	<b>0.0</b>	<b>574.2</b>

#### Additional Mandatory Information

<b>Dollars Used for Local Currency Purchases</b>	<u>352.1</u>	<u>335.7</u>	<u>321.2</u>	350.3
<b>Exchange Rate Used in Computations</b>	<u>675.0</u> _____	<u>675.0</u> _____	<u>675.0</u> _____	675.0

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
 On that form, OE funded deposits must equal:

0.0	0.0	0.0
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## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
	936-3080-03 PEIS (POLIO ERAD IMM SUP)	Medium			150		150
	936-3085 CMS (ADEMAS)	Medium			400		300
	936-3093.02 Michigan Fellows	Medium-High			150		150
	936-5970.03 CEDPA/TAACS	Medium-High			250		250
	936-3057 Contraceptive Procurement	High			800		800
<b>GRAND TOTAL.....</b>					1,750		1,650

\* For Priorities use high, medium-high, medium, medium-low, low

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**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____													
<b>Org. No:</b> _____													
<b>OC</b>		<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

**USAID Costs as ICASS Service Provider**

Org. Title: _____													
Org. No: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____												
<b>Org. No:</b> _____												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**USAID Costs as ICASS Service Provider**

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## USAID Costs as ICASS Service Provider

[illegible]

### Centrally funded costs

USDH Salaries/Benefits Other Centrally Fund Costs (specify)
<b>Total Centrally Funded Costs</b>
<b>Total ICASS Service Provider Budget</b>

**Washington Offices/Bureaus  
Operating Expenses**

Office/Bureau: <span style="border: 1px solid black; display: inline-block; width: 250px; height: 15px; vertical-align: middle;"></span>					
OC	Object Class Code Title	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
11.8	Special personal services payments U.S. PSCs IPA/Details-In/PASAs/RSSAs Salaries  <b>Subtotal OC 11.8</b>	0.0	0.0	0.0	0.0
12.1	Personnel Benefits U.S. PSCs - Benefits IPA/Details-In/PASAs/RSSAs Benefits  <b>Subtotal OC 12.1</b>	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons Training Travel Operational Travel Site Visits - Headquarters Personnel Site Visits - Mission Personnel Conferences/Seminars/Meetings/Retreats Assessment Travel Impact Evaluation Travel Disaster Travel (to respond to specific disasters) Recruitment Travel Other Operational Travel  <b>Subtotal OC 21.0</b>	0.0	0.0	0.0	0.0
23.3	Communications, Utilities, and Miscellaneous Charges Commercial Time Sharing Other Communications, Util, and Misc. Charges  <b>Subtotal OC 23.3</b>	0.0	0.0	0.0	0.0
24.0	Printing & Reproduction Subscriptions & Publications Other Printing and Reproduction  <b>Subtotal OC 24.0</b>	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services Studies, Analyses, & Evaluations Management & Professional Support Services Engineering & Technical Services  <b>Subtotal OC 25.1</b>	0.0	0.0	0.0	0.0
25.2	Other services Non-Federal Audits Grievances/Investigations Manpower Contracts Staff training contracts Other Miscellaneous Services  <b>Subtotal OC 25.2</b>	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts DCAA Audits HHS Audits All Other Federal Audits Reimbursements to Other USAID Accounts All Other Services from other Gov't. Agencies  <b>Subtotal OC 25.3</b>	0.0	0.0	0.0	0.0
25.7	Operation & Maintenance of Equipment & Storage				
25.8	Substance and support of persons (contract or Gov't.)				
26.0	Supplies and Materials				
31.0	Equipment IT Software Purchases IT Hardware Purchases Other Equipment Purchases  <b>Subtotal OC 31.0</b>	0.0	0.0	0.0	0.0
Subtotal		0.0	0.0	0.0	0.0
Additional Object Class Codes (If Required)					
Total Other Object Class Codes		0.0	0.0	0.0	0.0
<b>Total Budget</b>		0.0	0.0	0.0	0.0

## **Information Annex Topic: Environmental Impact**

### ***SO1: Activity #685-0307: Sustainable Increases in Private Sector Income Generating Activities in Selected Sectors***

Activity #685-0307 is under Categorical Exclusion for training, information, technical assistance, education and institution building, and Negative Determination with Conditions for activities that entail physical interventions.

In FY 2000, no new environmental actions have been identified, but design of new agri-business and marketing activities may identify actions. (IR 1.3.2: Increased Access to Appropriate technology). In this respect, if required, IEE will be submitted by May 2001.

### ***SO2: Activity #685-0308: More Effective, Democratic and Accountable Local Management of Services and Resources in Targeted Areas***

Activity #685-0308 is under Categorical Exclusion for information, education, technical assistance, institution building and communication under the Democracy/Local Governance Program, and Negative Determination with Conditions for natural resources management activities under the Community-Based Natural Resources management (CBNRM) Activity.

In FY 2000, five (5) Land Use Management Plans (LUMPs) were developed for five rural communities under the CBNRM Activity. The Negative determination with Conditions was resolved by the LUMPs, which served as environmental review documents. The LUMPs provided information required for mitigation measures and monitoring.

SO2 Activity will be split and new SO 4 in Ag/NRM will be designed in FY 2001. IEE for the new SO and amended SOAG will be submitted by June 2001.

### ***SO3: Activity #685-0309: Increased Use of Reproductive Health Services in the Context of Decentralization***

Activity #685-0309 is under Categorical Exclusion, Negative Determination with conditions (medical wastes and insecticide-treated nets) and deferral.

The Activity will continue to monitor IEE conditions on medical wastes and disposal procedures. All technical assistance partners supporting health facilities conduct infection prevention training and supervision, primarily concerning disposal of injection materials. Child survival activities also promote a clean environment. Refrigerators conforming to the WHO environmental standards will be purchased in FY 2001 to support child immunization programs. Socially marketed condoms include an insert outlining proper disposal practices. Insecticide-treated mosquito nets have not yet been distributed; distribution will start in FY 2001, and will be accompanied with measures for proper disposal of the mosquito nets and insecticides.

***Sp01 #685-0310: Education for Development and Democracy Initiative (EDDI)***

The IEE for EDDI (#29afreddi 1.iew) prepared by AFR/W in 1999 was primarily for technical assistance, supply of educational materials, training, capacity building and monitoring and evaluation. This IEE was amended (#31Senegal1EDDI Program) by AFR/GC on December 28, 2000. A Negative Determination with conditions was recommended for the rehabilitation and construction activities based on technical guidelines attached to the amended IEE. A monitoring plan has been developed and Mission technical staff will visit the sites of any proposed construction and rehabilitation in FY 2001 to ensure the guidelines are properly followed before construction begins.

***Sp02 #685-0311: Casamance Recovery Program***

The IEE for this SpO was approved in FY 2000 with the following recommendations: a Categorical Exclusion (technical assistance, refugee/IDP return assistance, vocational training and workshops for local conflict resolution, capacity-building and micro-lending activities) and a Negative Determination with Conditions for diking activities which entail physical interventions.

Unsolicited proposals (UPs) have been screened and selected as they are submitted. So far, proposals from CRS and Africare have been approved. Their IEEs will be submitted to BEO after MEO approval by April 2001. Other UPs may also be considered during FY 2001.

## FY00 Climate Change Reporting Guidance - Data Tables

*Please fill in the YELLOW cells to complete the table.*

### Table 1.0 - Background Information

	<b>Country, Region, Office, or Program Reporting: (Type in the exact spelling of the appropriate entry from table below)</b>	
	<b>Telephone number:</b>	
<b>Name of person(s) &amp; IR Teams completing tables:</b>	Name #1:	
	SO Team Name and number1	
	Name #2:	
	SO Team Name and number2	
	Name #3:	
	SO Team Name and number3	
<b>Contact</b>	Address (1):	
	Address (2):	
	Street:	
	City, Address Codes:	
	Telephone number:	
	Fax number:	
	Email address:	
	<b>Other relevant information:</b>	

### Country / Region / Office / Program Reference Table

AFR/SD – CARPE	G/ENV/UP	Mozambique
AFR/SD – FEWS	G/ENV/ENR	Nepal
Albania	G/ENV/GCC	Nicaragua
Armenia	G/ENV/UP	NIS Regional
Bangladesh	Georgia	Panama
Bolivia	Guatemala	Paraguay
Brazil	Guinea	Peru
Bulgaria	Honduras	Philippines
CEE Regional	India	Poland
Central America (G-CAP)	Indonesia	RCSA
Central Asia Republics	LAC/RSD	Romania
East Asia Environmental Initiative	Lithuania	Russia
Ecuador	Macedonia	South Africa
EGAD	Madagascar	South Asia Regional Initiative
Egypt	Malawi	Uganda
G/ENV/EET	Mali	Ukraine
G/ENV/ENR	Mexico	US-AEP
G/ENV/GCC	Moldova	

Please fill in the YELLOW cells to complete the table.

TABLE 1.1						
Result 1: Increased Participation in the UNFCCC						
Indicator 1: Policy Development Supporting the Framework Convention on Climate Change						
PLEASE SEE DEFINITIONS BELOW						
Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
	TOTAL (number of policy steps achieved):					
			0			

Definitions: Policy Steps Achieved	
<b>Policy Measure</b>	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
<b>Policy Preparation and Presentation (Step 1)</b>	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
<b>Policy Adoption (Step 2)</b>	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
<b>Policy Implementation and Enforcement (Step 3)</b>	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
<b>Adaptation</b>	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
<b>Emissions inventory</b>	Detailed listing of GHG sources and sinks.
<b>Growth Baselines</b>	An approach that would link countries' emissions targets to improvements in energy efficiency.
<b>Joint Implementation (JI)</b>	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
<b>Mitigation</b>	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
<b>National Climate Change Action Plan</b>	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptaion Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

TABLE 2.1
-----------

Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss

Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks

PLEASE SEE DEFINITIONS BELOW

[illegible]


Note: If you need to list more than 45 individual entries in this table, please create a second copy of this spreadsheet, following the instructions at bottom.

Codes for Land Use and Forestry Sector									
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
	1 Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps
	2 Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	Agroforestry systems: Greater than 15% of the area under trees	2	Geo-referenced site coordinates
	3 Afforestation/reforestation/plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees	3	Biomass inventory
	4 Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	Protected areas	4	Rainfall data
	5 Sustainable agriculture	E	Boreal forest	L	Swamp and marsh			5	Soil type data
		F	Temperate woodland	M	Coastal mangrove				
		G	Tropical open forest / woodland	N	Wetlands				

Definitions: Natural Ecosystems	
<b>Natural Ecosystems</b>	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
<b>Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)</b>	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> <li>- tree inventorying, marking and mapping;</li> <li>- careful planning and marking of skidder trails;</li> <li>- vine cutting prior to harvest, where appropriate;</li> <li>- directional felling of trees;</li> <li>- appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil</li> <li>- proper road and log deck construction;</li> <li>- a trained work force and implementation of proper safety practices;</li> <li>- fire mitigation techniques (fire breaks);</li> <li>- existence of a long-term management plan.</li> </ul> <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
<b>Agroforestry</b>	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
<b>Reforestation/ Afforestation</b>	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
<b>Sustainable Agriculture</b>	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known</p> <ul style="list-style-type: none"> <li>- no-tillage or reduced tillage</li> <li>- erosion control/soil conservation techniques, especially on hillsides</li> <li>- perennial crops in the system</li> <li>- higher crop yields through better nitrogen and soil management</li> <li>- long-term rotations with legumes</li> <li>- the use of organic mulches, crop residues and other organic inputs into the soil</li> <li>- better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based</li> </ul>
Special Instructions: Creating a Copy of this Spreadsheet	
<b>Step 1</b>	Finish filling any cells you are working on and hit " <b>Return</b> " or " <b>Enter</b> ".
<b>Step 2</b>	Click on " <b>Edit</b> " in the menu bar, above. Go down and click on " <b>Move or Copy Sheet</b> ". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
<b>Step 3</b>	Next, scroll down in the dialog box and click on " <b>T2.1 Land Use</b> ".
<b>Step 4</b>	Next, click on the <b>box</b> at bottom to <b>Create a copy</b> .
<b>Step 5</b>	Hit " <b>OK</b> ". A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total(number of policy steps achieved)		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

TABLE 2.4

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
Total:			\$0	\$0		

Definitions: Funding Leveraged

Direct Leveraged Funding

Funding leveraged directly in support of current USAID activities and programs, including:

- funding leveraged from partners for joint USAID activities;
- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);
- obligated or committed funding for direct follow-on MDB loan programs (prorated);
- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);
- joint implementation investments;
- Development Credit Authority investments.

Indirect Leveraged Funding

Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

*Please fill in the YELLOW cells to complete the table.*

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs				
Private Institutions				
Research / Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Advancing sustainable forest management	1	3	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)					
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	0	0			

*Please fill in the YELLOW cells to complete the table.*

TABLE 3.1

### Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

**Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)**

**PLEASE SEE FUEL TYPE CODES  
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW	3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)				
Activity	3.1A: MW-h produced in electricity generation	3.1A: BTU's produced in thermal combustion	3.1A: Fuel type replaced (use codes)	3.1B: MW-h saved	3.1B: BTU's saved in thermal combustion	3.1B: Fuel type saved (use codes)	3.1C: MW-h saved	3.1C: BTU's saved in thermal combustion	3.1C: Fuel type saved (use codes)	SO number for Activity	CN/TN Number for Activity
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97
Totals:	0	0		0	0		0	0			

**PLEASE SEE FUEL TYPE CODES  
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW		3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)			3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture	SO number for Activity	CN/TN Number for Activity
Activity	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide		
Clean Fuels Program	4,551		H	FF			2	CN-120-97
Municipal Landfill Proj.					450		2	CN-120-97
Sust. Ag. & Devt. Proj.						575	2	CN-120-97
Totals:	0	0			0	0		

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fuela
		BB	Coke oven/gas coke
		CC	Coke oven gas
Gaseous Fossil		DD	Blast furnace gas
		EE	Natural gas (dry)
Biomass		FF	Solid biomass
		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measures	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
Total:	0	0		

Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98.	\$120,000	\$2,500,000	2	CN-577-92
Total:			\$0	\$0		

Definitions: Funding Leveraged	
<b>Direct Leveraged Funding</b>	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> <li>- funding leveraged from partners for joint USAID activities;</li> <li>- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);</li> <li>- obligated or committed funding for direct follow-on MDB loan programs (prorated);</li> <li>- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);</li> <li>- joint implementation investments;</li> <li>- Development Credit Authority investments.</li> </ul>
<b>Indirect Leveraged Funding</b>	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

*Please fill in the YELLOW cells to complete the table.*

**TABLE 3.6a**

**Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas**

**Indicator 6a: Increased Capacity to Address Global Climate Change Issues**

Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
NGOs				
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications	2.4	CN-577-92
Improved demand-side management or integrated resource planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

Please fill in the YELLOW cells to complete the table.

Table 4								
Result 4: Reduced Vulnerability to the Threats Posed by Climate Change								
Indicator: USAID Programs that Reduce Vulnerability to Climate Change								
PLEASE SEE DEFINITIONS BELOW								
Key Area	Country	Budget	Duration	Type of Program (see codes below)	Description	SO Name	SO Number for Activity	CN/TN Number for Activity
Example: ii	South Africa	\$1,200,000	FY96-FY99	3	Technical assistance to Rand Water Board to address water resources planning for water shortages	Increased Access to Environmentally Sustainable Housing and Urban Services for the HDP	SO6	

Definitions: Key Areas	
Coastal Zones	Number of programs that are reducing the vulnerability of coastal populations, infrastructure, habitats and living resources to accelerated sea level rise or other environmental changes associated with climate change (e.g., water availability, resource availability, temperature).
Emergency Preparedness	Number of programs that are increasing ability to cope with and minimize the damage from natural disasters (e.g., drought, famine, disease outbreaks) through surveillance, early warning, emergency preparedness, capacity building, etc.
Agriculture and Food Security	Number of programs that are increasing adaptability and resilience of agriculture and food systems to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., crop diversification, water conservation and delivery, flexible market and trade systems).
Biodiversity/Natural Resources	Number of programs that are increasing the adaptability of natural ecosystems and levels of biodiversity to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., establishment of biological corridors, habitat conservation, preservation of ex situ germplasm).
Human Health and Nutrition	Number of programs that are reducing vulnerability to climate change through improved access to and quality of health services, vector control, nutrition and environmental health interventions.

	Key Area Codes	Codes for Type of Programs
Coastal Zones	i	1. Urban/Infrastructure
		2. Natural Resource
Emergency Preparedness	ii	1. Early Warning System
		2. Humanitarian Response
		3. Capacity Building
Agriculture & Food Security	iii	1. Research and Development
		2. Policy Reform
		3. Extension/ Demonstration
Biodiversity/Natural Resources	iv	1. Preservation of Biodiversity
		2. Forest Conservation
Human Health and Nutrition	v	1. Improved Quality of Health Services
		2. Vector Control
		3. Improved Nutrition

## Information Annex Topic: Success Stories

### SO1 SUCCESS STORIES

#### 1. Expanding Microfinance services

USAID's microfinance support program has purposely focused its initial efforts on networks of credit union branches. These networks provide outreach and opportunities for reinforcing best practices among the branch offices that comprise the networks. The *Union Nationale des Commerçants et Industriels* (UNACOIS), the national trader and industrialist union, is one of the most important MFI networks in the country, and the first to qualify for USAID technical support. Partner commitment to complement project resources with their own investment is a crucial element in the USAID approach to assure sustainability. During a visit, the Board of Directors of the Camberene branch in Dakar assured USAID that if support was formalized they would "make direct investment to change the appearance of the branch to look like a bank". The promise was kept as the Camberene branch was nicely renovated and now serves as the training center of the whole UNACOIS network. Self-improvement efforts, along with USAID-provided training and computers, resulted in an immediate increase in activity at the branch. The number of clients (shareholders, savers and others) has jumped by an average of 50 per month. From a pre-USAID client base of 662 in July 2000, the Camberene UNACOIS branch has 955 clients at the end of 2000.

**2. Business Savvy Transcends Barriers :** USAID's training programs for entrepreneurs provides opportunities for all types of people interested in establishing viable businesses. A case in point, the silkscreen training provided to members of a regional handicap association in Tambacounda Region in southeastern Senegal. Eight members from the town of Tambacounda and three from the department capital of Kedougou attended a silkscreen technique training for five days. Attendees included 8 physically challenged, 1 verbally impaired (dumb) and 2 albinos. The training was provided by a silkscreen entrepreneur from Dakar who himself is physically challenged.

The trainer's familiarity with constraints and capabilities of handicapped individuals in Senegal assured the training would address appropriate techniques for the targeted clients. His role as an entrepreneur also provided direct experience on market awareness and other business skills. Cost-sharing principles promoted by USAID were also applied to this training with attendees paying \$4 to attend, in addition to defraying the consumable costs. Since the completion of the training the Tambacounda handicap association formed an economic interest group and completed their first contract to print T-shirts for a community radio station in the departmental capital of Bakel.

### **3. Increased incomes in the artisanal and commercial sectors**

Metalworkers are among the people with the lowest status and the lowest incomes in Senegalese society. They work on the ground in dusty shops, hand-making basic metallic products that bring them very meager earnings that is, unless they are making fuel-efficient cookstoves, like the Gning brothers in Yarakh, Dakar. Since they became participants in USAID's stove program, the Gning brothers have come a long way from the hand-to-mouth existence of most metal workers. In a country where the average annual per capita income is \$550, the three brothers together now earn a net profit of about US\$875 per month.

The fuel-efficient stove activity is part of an initiative by USAID to increase income-generating activities in the private sector. While it deals with appropriate technology, it is distinct from traditional projects in its marketing emphasis - its beneficiaries include not only the dozens of artisans like the Gning brothers and their workers that make the stoves, but hundreds of merchants who distribute and sell them, and the thousands of their dependents. Distribution through the informal commercial sector is reinforced by private sector-style advertising that has proven effective in making the stoves a household name in Dakar. Consumers also benefit financially from the approximately \$80 per year worth of charcoal saved by each cookstove, disposable income freed up for other uses.

The project has yielded some dramatic results. The Gning brothers, for example, have been able to move to a location with better commercial potential, upgrade their shop structure, and add equipment. They now actively seek out new markets for their products, sub-contract with other shops for piecework in order to increase their capacity, invent new product lines which have become popular with consumers, and go equipped with personalized business cards and a cellular telephone, all of which they have financed from their earnings on the stoves.

Mrs. Samb buys the stoves from the makers and sells them from her market stall in Bargny, located 15 miles from Dakar. In just three months, she has already distributed over 200 of the fuel-efficient stoves. Her monthly income from the stoves is at least \$125, which she uses to support at least nine of her children and grandchildren. Mrs. Samb has plans to build on her achievements by adding two more sales locations strategically located in areas of heavy consumer traffic.

## SO2 SUCCESS STORIES

### 1. Natural Resources Management Conflict Resolution in Pata

The Pata Forest in Southeastern Senegal is the site of a struggle between migrant and native populations regarding use of the protected forest. In August-September 1999 (rainy season), the conflict escalated, claiming two lives and injuring several people. At the heart of the Pata conflict is competition for land and natural resources between the indigenous, agro-pastoral Peul people and migrant farmers from the north. Droughts and agricultural land pressure in the north of the Kolda region caused migration into the Pata area. Over the years, the migrants have cleared large tracts of land in the forest reserve for peanut production. Local authorities could not legally exercise control over this problem since the forest reserves are under the responsibility of the Forestry Department. Native populations have watched in anger and frustration as the number of migrant settlements in the forest reserve has grown to approximately 40, with an estimated population of over 15,000. Conflicts between herders and farmers over access to grazing land and water holes have become more frequent and occasionally violent.

At USAID's initiative, a participatory assessment of the conflict was conducted. About 5000 residents, development partners and businesses active in the area were involved in the diagnosis. The study laid out a range of options for addressing the conflict and identified those deemed most pragmatic. A meeting of key government agencies, regional and local authorities, and other interested parties in September 2000, largely confirmed the analysis and suggested that the study be presented to the community to provoke a much-needed dialogue, search for solutions and definition of a conflict resolution plan. To that effect, a forum that brought together interested local populations, government and non-government actors led to the following outcomes:

- a dialogue on the crisis to demonstrate to local residents that government officials, local elected leaders and development actors in the area will not let the situation degenerate into chaos.
- the elaboration of a draft action plan that will be refined by the monitoring committee in terms of defining clear zones that would limit future settlements in the Pata forest and clarify the principal uses of the forest, establishing procedures for the enforcement of that zoning scheme, developing systems of collaborative management of the forest reserve between the forestry service, villages surrounding the forest, and local governments.
- the establishment of a committee to monitor completion and implementation of the action plan.
- participants' commitment to develop, with GOS and other partners' assistance, simple management schemes that they can master themselves (as opposed to the complex plans developed by the Forestry Department) and alternative crops and production techniques that are both profitable and protective of the environment.

## 2. Restoring the Productivity of Natural Resources in Pakane Valley

In the valley of Pakane, Rural Community<sup>1</sup> of Médina Sabakh, poor natural resource management practices, such as the cutting of trees, led to serious wind erosion and degraded soils. Creeping salinization further reduced soil fertility. Since 1997 an Economic Interest Group (GIE) has been working to restore the ecological conditions conducive to vegetable, fruit and forage production.

This GIE includes 120 members (60 men and 60 women) residing in villages adjacent to the valley. In 1997 the GIE submitted a proposal to the NRM Committee of Médina Sabakh to participate in a USAID community-based natural resource management project with the goal of restoring the fertility of the valley. The request was approved, and as of 2000, positive changes in the physical environment began to show: steady growth of planted trees (windswept and bare land turning to wooded land, increased production from vegetables, rice and fodder. The key element in this transformation is the establishment of more than 20,000 meters of windbreaks consisting of multiple rows of fast-growing eucalyptus trees. The presence of the trees has not only protected surrounding soils from the corrosive effects of wind, but has provided a protected environment that has allowed the appearance of a variety of small woody and grassy species of plants in the area. Small species of mammals, such as hares, and warthogs have returned to inhabit the valley. Members of the GIE claim that the trees have even reduced the salt content of the soils.

By the end of 2000, many hectares of formerly unproductive land had been recovered and were once again being cultivated in the Pakane Valley. The GIE accounts show that their vegetable and rice production have increased four-fold over this period, while millet and groundnut production have doubled. In 1996, the GIE president was obliged to pay 40,000 F CFA for straw and hay to feed his 5 horses. By 1999 this expense had dropped to zero as the forage resources now available in the valley easily cover his own needs as well as those of most of the area's livestock. Given the striking physical and production changes witnessed in the Pakane Valley, it is obvious that USAID's support to the GIE has paid off.

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<sup>1</sup> A Rural Community (CR) is equivalent to a county in the US.

## SO3 SUCCESS STORIES

### 1. Religious leaders and HIV/AIDS prevention in Senegal

HIV/AIDS knows no religious borders and religious groups can be important allies in AIDS prevention. Senegal's all-inclusive dialogue between Islamic and Christian leaders has fostered community-wide support for HIV/AIDS prevention.

Because of their influence on individual, community and national decisions, religious leaders play a key role in Senegal's relative success in containing the AIDS epidemic. When the first AIDS case was identified in 1986, open discussion about sexuality faced substantial resistance from religious leaders who were hostile to condom promotion. But as early as 1989, two religious NGOs, respectively Muslim and Catholic, entered into discussions with public health officials and initiated HIV prevention activities. Although challenging, this early collaboration between the National AIDS Control Program (PNLS) and religious leaders was an essential ingredient in the success of Senegal AIDS prevention program.

Results from a 1994 study conducted by USAID and the PNLS showed that religious leaders were poorly informed and unprepared to give clear guidance to their followers. Together with the religious NGOs, USAID and the PNLS held two national colloquia on HIV/AIDS and religion for 260 senior Islamic leaders (1995) and 200 Christian leaders (1996). These discussions involving religious groups were replicated at the regional level, providing the basis for IEC material that is still used today by imams and preachers across the country to inform their Friday sermons and Sunday church services. For example, celebrating a marriage at mosque, one imam's sermon emphasized that before two partners are wed it is necessary to ensure that certain conditions are met: the bride price is clean money and the two partners do not have STIs such as AIDS.

Senegal then entered the international arena, holding a colloquium for religious leaders from all faiths, attended by leaders from all over Africa and the world. The participants agreed that they needed to establish partnerships among themselves to reinforce the national response to HIV/AIDS. In Senegal, religious leaders even reached a consensus on condom promotion: though religious NGOs do not distribute condoms, they refer people to distribution points. The positive attitude of religious leaders makes HIV/AIDS prevention messages and interventions acceptable within the community.

Senegal's President recognized the contribution of religious leaders at the recent opening of the country's first voluntary counseling and testing center (VCT), established by the religious NGO SIDA Service: *"I'm happy about the real symbiosis of believers from all denominations of our country; it is an invaluable treasure, unique in the world. Senegal should be proud and should do its best to build and strengthen it. This collaboration is reflected in the effort of Christian and Islamic leaders in the fight against AIDS and is also seen in daily life in towns and villages."*

## **2. Forging new partnerships for sustainable health activities**

**Summary:** Many actors in international health are concerned about the impact of decentralization reforms on health system performance. Over the past 3 years, USAID has shown that decentralization can in fact provide opportunities for well functioning and sustainable local health systems where priority health interventions reach their customers.

Senegal's decentralization reforms have devolved financial management responsibilities from local Ministry of Health personnel to locally elected officials. This means that the local doctor no longer manages the district's health budget, but rather the purse strings are controlled by an elected official, most often the mayor of the district's biggest town. The challenge has been for the mayor, other elected officials, and local health technicians to effectively collaborate. Although the challenge is great, opportunities are even greater to bring health services closer to the people who need them. In the new system, the beneficiaries of health activities are also the voting constituency of elected officials who finance those activities. If local health services are not satisfactory, the political future of an elected official can be jeopardized; conversely, there are clear political gains when health services improve.

USAID believes that this new environment can pave the way for establishing new partnerships to operationalize a truly sustainable health service delivery system in previously neglected areas. For the past 3 years USAID has tested, and is now expanding, a "matching fund" mechanism whereby local revenues committed by elected officials to support their locality's health plan are matched by USAID funds. The matching component systematically decreases over a 3 year period, giving time to local officials, health technicians as well as the general population, to assess the impact on their health services, and to plan for increasing local financial support.

There are impressive quantifiable results reflecting 1) increased financial contribution from the elected officials despite decreases in USAID matching funds, 2) increased financing for quality assurance and outreach activities, and the ultimate indicator, 3) increased use of services. It is of interest here to report on positive qualitative results, which are indirect consequences of new orientations possibly reflecting the degree of ownership emerging in USAID's intervention zones.

During a recent USAID field visit, one locally elected official stated that his committee intended to initiate a local forum to show citizens how local tax revenues are put to use with the hope of encouraging regular tax contributions. This gesture to be accountable for public resources in the hope of raising more funds is a profound change of attitude. Another elected official requested USAID assistance to develop model plans for the health huts to be financed with their local funds. He wanted to give clear guidance to the local contractor to ensure a quality product. The fact that an elected official is concerned with quality illustrated his shared vision with the health technicians, and therefore the rich potential for these new partnerships in ensuring quality services at the periphery.

## **SPO2 SUCCESS STORIES**

### **Using Local Capacity in Conflict Resolution**

Association pour la Promotion Rurale de l'Arrondissement de Nyassia (APRAN), a small Senegalese NGO was created in 1986, three years after the armed insurrection began in the Casamance. In spite of the deteriorating security situation in the region, APRAN continued to work in the Casamance. However, in November 1999, APRAN realized that its normal program activities were not getting results. They were confronted again and again with the effects of the conflict: some of the villages in which they worked no longer existed, fields in which they had plantations were polluted with landmines, they risked attack by armed bandits when they traveled on local roads, and their sources of external funding dried up as donor agencies left the region. APRAN realized that the 'business as usual' approach was getting them nowhere. They decided to carry out their work effectively, they had to deal directly with the conflict.

Based on their close contact with rural communities, APRAN knew that the population was tired of the conflict. They also knew that without the backing of the village population, which MFDC fighters relied on for material and moral support, the peace process would not work. As they put it: 'applause had been heard in Banjul, Dakar and Bissau, but there had not yet been applause in the villages'.

APRAN approached the problem by organizing cultural weekends - a non-threatening social context in which communities could talk and think about the conflict. Communities helped to organize the weekends. They got together village soccer teams, hired dance troops, organized traditional wrestling matches and hired a theater group. Because the weekends were held in areas where armed banditry and attacks are frequent, one of the main concerns was the security of the event. At the insistence of the population, and at great risk to themselves, APRAN crossed the border into Guinea-Bissau to contact MFDC fighters based there and obtained a guarantee that the events would not be disrupted. The MFDC was impressed that, for the first time, they were being contacted directly by individuals from the Casamance who did not have political motivations.

Five cultural weekends were held. They were a resounding success. In many of the locations, it was the first time in years people were out after 9:00 p.m. dancing and socializing. The highlight was a local theater production about a family in which two of the daughters had lost limbs because of landmines. One of the brothers is in the army, the other in the MFDC. Each brother blames the other for what has happened to his sisters. But in the end, the mother of the family tells her sons that they should not forget they are family, and they embrace. Many of the audience wept openly at the end of the play.

Following the weekends, for the first time ever women in two of the communities went to the Abbe Diamacoune, the spiritual leader of the MFDC and requested that their villages no longer be used for MFDC activities and to ask him to work for peace. Other women went directly to the fighters in the bush, naked to remind them that women are their mothers, and asked that they stop.

APRAN reported back to the MFDC after the events and was able, because of its transparent approach, to act as an informal conveyer of messages between the GOS and the MFDC, between the estranged branches of the MFDC and even between the MFDC political leadership and the fighters. They transmitted the message that after 18 years in the bush, many of the MFDC members were ready to think about peace, but they were worried about what they would do if a peace accord were signed: what jobs awaited them? What about reprisals against them?

The APRAN program gave the GOS a non-political means of entering into dialogue with the MFDC political and military branches. APRAN has been able to provide, as a result of USAID support, crucial behind the scene support to the peace process. The GOS has requested that they start thinking about how to bring refugees back to the Casamance. On the side of the MFDC, they have requested that APRAN start thinking about how to reintegrate ex-combatants. On March 17, 2001, a peace treaty was signed between the GOS and the MFDC. USAID believes that APRAN's program has been instrumental in this achievement.

## Information Annex Topic: Supplemental Information

### 1. Institutional/Organizational Development

(Explanatory table)

Please note descriptions provided in column D. Information in Columns A to C are the same as Senegal03inst.xls table

A	B	C	D
Objective ID	IR No.	IR name	Targeted Institutions/Organizations
685-001	IR1.1	Improved legal, regulatory and policy environment	Dealing with policies and government entities influencing the business climate for investors
685-001	IR 1.1.1	Policy and regulatory framework improved	Custom and Investment policies including rules and regulations
685-001	IR 1.1.2	Judicial process More adapted to business Needs	Alternative disputes resolution schemes and rules related to business
685-001	IR 1.3	Increased use of best technical and managerial practices	Small and medium enterprises as well as micro enterprises
685-001	IR 1.3.3	Private businesses, Associations and groups strengthened	Private employers associations, Women and youth business associations including handicapped and Economic Interest Groups
685-001	IR 1.2.1	Decentralized financial Services expanded and Sustained	Micro-financing Institutions including savings and loans groups/networks
685-002	IR 2.1	Increased capacity of local Institutions	Local government units including elected councils at regional, commune and rural communities level, community-based organizations (CBO), local non governmental organizations (NGO)
685-002	IR 2.1.1	Managerial, Leadership, Planning and Analysis skills Improved	Local government units and their technical branches
685-002	IR 2.1.4	Increased accountability and Transparency of local Institutions	See IR2.1 above
685-002	IR 2.3	Increased popular participation in the management and oversight of local affairs	Local civil society including NGO and CBO
685-002	IR 2.3.2	Better informed and strengthened local development groups concerned with good governance	Community-based organizations

685-002	IR 2.4.1	Better coordination systems among levels of local government	See IR 2.1
685-003	IR 3.1.2	Expanded network of private sector SDPs	Service delivery points (SDP) includes health facilities such as private clinics and CBOs/NGOs delivering health services
685-003	IR 3.1.3	Improved coordination between public and private sectors	The GOS ministry of health and its technical branches including health districts while private sector refer to CBOs/NGOs plus private service providers
685-003	IR 3.1.1	Improved functionality of existing public services delivery points	Health districts and their related health facilities such as health centers and huts
685-008	IR 1.1	Increased awareness of parents to the importance of education, especially for girls, and to their roles and responsibilities	Parents associations including women and men groups
685-008	IR 1.2	Increased awareness of local governments to their roles and responsibilities to education	See IR2.1
685-008	IR 3.4	Improved collaboration between private sector and targeted vocational training centers	Private sector refers here to restaurants and hotels while vocational training centers refers to technical training centers for girls at regional and local levels
685-009	IR 2	Increase self reliance for local development Actors	CBO, NGOs and traditional/local leaders
685-008	IR 2.1	Managerial Skills of local development actors increased	See IR 2.

## **2. Text narrative: USAID/Senegal Experience in Promoting Institutional and Organizational Development:**

Enhancing commodity market transparency through institution building: Senegalese Rice Market Information System

### **Background**

In 1996, the Rice Market Information System (RMIS) was created by a presidential decree as an accompanying measure to the liberalization of the Senegalese rice market. The RMIS was part of a series of institutional and pricing policy reforms in the rice subsector under the Rice Structural Adjustment Program (RSAP) supported by USAID. The RSAP itself was implemented in the broader framework of the Agricultural Sector Adjustment Program (ASAP) coordinated by the World Bank and the Government of Senegal (GOS). The RMIS became operational in March 1997.

The main objective of the RMIS was to enhance competition in the rice market by increasing market transparency for all market participants including rice producers, rice millers, importers, consumers, and the GOS. The RMIS provided timely, reliable and regular information about international and domestic rice markets.

### **USAID Organizational Support**

USAID agreed to provide \$620,710 through the PL480 Title II program to complement the GOS and French contributions. USAID's 28 months of support funded the new entity's logistics including cars, computers and communication and office equipment for the central office in Dakar and branches in the 10 regions of the country. USAID also supported 27 new staff, including 17 field agents in charge of market interviews. The logistical support and the additional staff enabled RMIS to function as an efficient team of professionals with relevant information sharing and coordination mechanism between the central office and the regional branches. The increased organizational capacity enabled RMIS to cover 86 local rice markets and to regularly collect and process rice market data. Consequently, timely and reliable market information has been diffused on TV and radio and print media on a weekly basis to all rice market participants.

The RMIS organizational support increased the capacity of the Ministry of Commerce for decision making regarding the rice sector.

## **Impacts of the Organizational Support**

Thanks to the information provided by RMIS, speculation and vacillation in policies was minimized. It also gave private sector market participants and government decision-makers advance warning of any possible supply disruptions. The local private sector demonstrated its capacity to regularly supply the market with sufficient quantity and quality of rice. The 18 varieties of rice regularly registered in the market by RMIS agents met the local demand both in terms of quality and price. As a matter of fact, fears of disruption in rice imports and concomitant unstable prices proved unfounded. The RMIS saved GOS the equivalent of \$24,828,418 that was intended to buy a security stock of 60,000 metric tons of rice. This security stock was a component of a contingency plan aimed at covering the rice market for a period of 2 months in case of supply disruption.

Consumers also benefited from a broad range of rice brands and quality that met their standards in terms of taste, price and availability. A number of consumers associations praised RMIS for drastically improving the transparency and the relationship among rice market participants, specifically sellers and consumers.

Due to fair competition induced by the RMIS, local rice producers and millers increased their productivity by using improved rice technologies both at plot (new varieties and timely sowing, fertilizer use and weeding) and processing levels. The increased quality of local rice made it competitive compared to the imported rice and attracted some of the wholesalers in the commercialization channel.

## **Transition phase towards organizational sustainability**

USAID support to the RMIS terminated on February 1999. Since then, the RMIS' management and the GOS have sustained the system, although it is funded with resources from the national budget obtained under special requests authorized by the Ministry of Finance. The management is exploring ways to reduce operating costs and secure a permanent funding mechanism. Simultaneously, a plan is underway to (1) define a clear legal status for the new entity, (2) lobby at the central level to secure funds and (3) expand the scope of RMIS to cover other commodity markets such as cotton, peanuts, tomato, wheat and floor.

At the field level, the RMIS tasks are incorporated in the responsibilities and duties of the regional bodies of the Ministry of Commerce in charge of monitoring local cereals markets including rice, millet and maize. Indeed, the RMIS has achieved its purpose and has become the cornerstone of sustainability of the rice market liberalization in Senegal.

## **Information Annex Topic: Updated Results Framework Annex**

### **Part 1:**

#### **A. Strategic Objective 1: Sustainable Increases In Private Sector Income Generating Activities In Selected Sectors.**

##### **Key Results:**

##### **KIR 1:** Improved Legal, Regulatory, and Policy Environment:

- IR 1.1 Policy and Regulatory Framework Improved; and
- IR 1.2 Judicial Process More Adapted to Business Needs.

##### **KIR 2:** Improved Access to Financial Services:

- IR 2.1 Decentralized Financial Systems (DFS) Expanded and Sustained;
- IR 2.2 Increased Awareness of Clients of Financial Instruments;
- IR 2.3 Financial Risks Reduced; and
- IR 2.4 More Savings Mobilized.

##### **KIR 3:** Increased Use of Best Technical and Managerial Practices:

- IR 3.1 Increased Access to Information;
- IR 3.2 Increased Use of Appropriate Technology; and
- IR 3.3 Private Businesses, Associations and Groups Strengthened.

## **B. Strategic Objective 2: More Effective, Democratic And Accountable Local Management of Services and Resources in Targeted Areas**

### **KIR1:** Increased Capacity of Local Institutions:

- IR 1.1 Managerial, Leadership, Planning and Analysis Skills Improved;
- IR 1.2 Increased Access to Good Information;
- IR 1.3 Improved Systems for Transfer of Information and Human Resources from National to Local Levels; and
- IR 1.4 Increased Accountability and Transparency of Local Institutions.

### **KIR2:** Increased Access to Financial Resources:

- IR 2.1 Improved Systems for the Transfer of Funds from National to Local Levels;
- IR 2.2 Improved Management and Enforcement of Tax Collection Procedures;
- IR 2.3 Improved Implementation of Policy and Legal Framework for Local Government Authority to raise Revenues; and,
- IR 2.4 Democratic Process for Electing Local Leaders Improved.

### **KIR3:** Increased Popular Participation in the Management and Oversight of Local Affairs:

- IR 3.1 Multiple and regular channels for citizen access To Information established;
- IR 3.2 Better Informed and Strengthened Local Development Groups concerned with good governance, including Local Media; and,
- IR 3.3 Democratic process for electing local leaders improved.

### **KIR4:** More Effective Implementation of Policies and Regulations Related to Decentralization:

- IR 4.1 Better coordination systems among levels of local government; and,
- IR 4.2 Increased knowledge of decentralization texts and related legislation through various channels including local media.

**C. Strategic Objective 3:** Increased And Sustainable Use Of Reproductive Health Services (Child Survival, Maternal Health, Family Planning And Sexually Transmitted Infections/AIDs) In The Context Of Decentralization In Targeted Areas

**Key Results:**

**KIR1:** Improved Access to Quality Reproductive Health (Child Survival, Maternal Health, Family Planning and Sexually Transmitted Infections/AIDs) Services:

- IR 1.1 Improved functionality of existing public Services Delivery Points (SDPs);
- IR 1.2 Expanded network of private sector SDPs;
- IR 1.3 Improved coordination between public and private sectors; and
- IR 1.4 Improved Program Management and Technical Monitoring of public and private sector SDPs.

**KIR2:** Increased Demand for Quality Reproductive Health (Child Survival, Maternal Health, Family Planning and Sexually Transmitted Infections/AIDs) Services:

- IR 2.1 Increased knowledge of the benefits of reproductive health (CS, MH, FP, and STI/AIDs) services;
- IR 2.2 Increased participation of opinion leaders (religious, political, and civil) in social mobilization; and
- IR 2.3 Private sector IEC activities expanded.

**KIR3:** Increased Financing of Health Services from Internal Sources:

- IR 3.1 Total local and central government resources allocated to health increased in real terms;
- IR 3.2 Total non-government resources allocated to health increased; and
- IR 3.3 A monitoring system of the legal and regulatory framework for health made functional.

**D. Special Objective 1 (EDDI/Senegal): Increased Girls' Access and Retention in Targeted Primary and Vocational Schools**

**Key Results:**

**KIR 1:** Increased Support of Parents and Local Governments to Primary and Vocational Schools in Targeted Areas:

- IR 1.1 Increased awareness of parents to the importance of education, especially for girls, and to their roles and responsibilities; and
- I R 1.2 Increased awareness of local governments to their roles and responsibilities to education.

**KIR2:** Improved Environment in Targeted Primary Schools:

- IR 2.1 Increased sensitivity of teachers and other school personnel to gender issues in targeted schools;
- IR 2.2 Improved physical infrastructure in targeted schools;
- IR 2.3 Increased access to educational materials in targeted schools; and
- IR 2.4 Introduction of relevant life skills modules in targeted schools.

**KIR3:** Improved Training Environment in Targeted Vocational Training Centers:

- IR 3.1 Improved physical infrastructure in targeted centers;
- IR 3.2 Increased equipment in targeted centers;
- IR 3.3 Introduction and/or enhancement of complimentary, relevant life skills modules in targeted vocational training centers; and
- IR 3.4 Improved collaboration between private sector and targeted vocational training centers.

**E. Special Objective 2: Improved Enabling Conditions for Peace via Economic, Social and Political Development**

**Key Results:**

**KIR1:** Improved Standards of Living for Affected Populations:

- IR 1.1 Improved Commercialization of Local Products;
- IR 1.2 Increased Sustainable Use of Natural Resources for Income Generation;
- IR 1.3 Increased Access to Micro-Finance and Services; and
- IR 1.4 Improved Health Services and Facilities.

**KIR2:** Increased Self-Reliance for Local Development Actors:

- IR 2.1 Managerial Skills of Local Development Actors Improved;
- IR 2.2 Vocational Skills Enhanced; and
- IR 2.3 Better Use of Decentralization Mechanisms.

**KIR3:** Improved Conditions of Local Level Conflict Reduction:

- IR 3.1 People to People Reconciliation Activities Fostered;
- IR 3.2 Increased Awareness of Conflict Factors and Conflict Management Strategies; and
- IR 3.3 Basic Infrastructure Rehabilitated.

**Part 2. New Indicator Reporting.** Provide a report of indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are different from the indicators currently being reported.

**\*\*This applies to on-going strategies only.** Indicators that will be used next year as part of a newly approved strategy need not be listed here.

SO Name: Increased and sustainable use of reproductive health services (child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas

**Indicator Level:** Strategic Objective

Current Indicator Name: % of children 6-59 months receiving vitamin A supplementation in the previous six months

Proposed Indicator Name % of persons in high-risk groups reporting condom use with non regular partner during the most recent sexual act in the past 12 months for HIV prevention

	Actual	Planned
<b>Baseline Year (1998)</b>	58.3 – 77.8	
<b>Target 2001</b>		61 – 81
<b>Target 2004</b>		75 – 90

SO Name: Increased and sustainable use of reproductive health services (child survival, maternal health, family planning, and sexually transmitted infections/AIDS) in the context of decentralization in targeted areas

**Indicator Level:** Intermediate Result

Current Indicator Name Number of private sales points of PROTEC condom-brand

Proposed Indicator Name **% of patients with sexually transmitted infections at selected health care facilities who are appropriately diagnosed and treated according to national guidelines**

	Actual	Planned
<b>Baseline Year (1998)</b>	18.2	
<b>Target 2001</b>		25
<b>Target 2003</b>		35

SPO Name Improved enabling conditions for peace via economic, social, and political development

Indicator Level: Special Objective

Current Indicator Name: Number of jobs created

Proposed Indicator Name **Number of refugees from the Casamance in border countries**

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (1999)</b>	14500	
<b>Target 2001</b>		13000
<b>Target 2003</b>		4000

SPO Name Improved enabling conditions for peace via economic, social, and political development

Indicator Level: Intermediate result

Current Indicator Name Number of community leaders trained in decentralization sponsored by the SPO

Proposed Indicator Name **Number of persons receiving stress counseling**

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (1999)</b>	0	
<b>Target 2001</b>		100
<b>Target 2003</b>		1000

SPO Name Improved enabling conditions for peace via economic, social, and political development

Indicator Level: Intermediate result

Current Indicator Name Days of sponsored local events in which “mouvement des forces democratiques de casamance” (MFDC) and Government of Senegal (GOS) are represented with no incident

Proposed Indicator Name **Number of people receiving loans (as a result of USAID support)**

	Actual	Planned
<b>Baseline Year (1999)</b>	0	
<b>Target 2001</b>		3000
<b>Target 2003</b>		10000

SO Name: More effective, Democratic and Accountable Local Management of Local Services and Resources in Targeted Areas.

Indicator Level: Strategic Objective

Current Indicator: Name Number of Natural Resource Management (NRM) Committees that are operational.

Proposed Indicator Name: **Proportion** of Local Government units (LGUs) ) in contractor's zones of intervention that manage their budgets according to procedures defined by Senegalese law

	Actual	Planned
<b>Baseline Year (2000)</b>	8 %	
<b>Target 2002</b>		21 %
<b>Target 2003</b>		50 %

SO Name: More effective, democratic, and accountable local management of local services and resources in targeted areas.

Indicator Level: Key Intermediate Result

Current Indicator Name Proportion of Local Development Committees using established mechanisms for resolution of conflicts between and within local organizations

Proposed Indicator Name Number of Local Government Units (LGUs) in the contractor's zones of intervention that implement their local development plan.

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (2000)</b>	0	
<b>Target 2002</b>		3
<b>Target 2003</b>		20

SO Name: More effective, democratic, and accountable local management of local services and resources in targeted areas

Indicator Level: Key Intermediate Result.

Current Indicator Name Proportion of minutes of Local Development Committee meetings that were accessible to Community-Based Organization members in local languages

Proposed Indicator Name Number of consultations of local citizen groups in decision-making by LGUs in contractor's zones of intervention.

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (2000)</b>	65	
<b>Target 2002</b>		122
<b>Target 2003</b>		292

SO Name: More effective, democratic, and accountable local management of local services and resources in targeted areas

Indicator Level: Key Intermediate Result.

Current Indicator Name: Proportion of local organizations (Local Development Committee and Community-Based Organization) leaders that have knowledge of law and regulatory texts related to the national land tenure systems

Proposed Indicator Name: Number of local grassroots organizations working with the contractors (in the contractor's zones of intervention) that maintain accurate financial records.

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (2000)</b>	390	
<b>Target 2002</b>		450
<b>Target 2003</b>		530

SpO Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Indicator Level: Special Objective.

Current Indicator Name: % of all 7 year-old children newly enrolled in the first grade of (rural) primary school.

Proposed Indicator Name: % of all 7 year-old children newly enrolled in the first grade of (rural) primary school.

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (2000)</b>	Girls=49.8 Boys=48.5	
<b>Target 2002</b>		Girls=53 Boys=52
<b>Target 2003</b>		Girls=55 Boys=54

SpO Name: Increased Girls' Access and Retention in Targeted Primary and Vocational Schools

Indicator Level: Key Intermediate Result

Current Indicator Name: Number of Girls Training Centers meeting minimum standard Of quality

Proposed Indicator Name: Number of Girls Training Centers meeting minimum standard of quality

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year (2000)</b>	0	
<b>Target 2002</b>		2
<b>Target 2003</b>		4

SO Name:

Indicator Level: Strategic Objective

Current Indicator Name

Proposed Indicator Name

	<b>Actual</b>	<b>Planned</b>
<b>Baseline Year</b>		
<b>Target 2002</b>		
<b>Target 2003</b>		

## **Information Annex Topic: Non-presence Countries - Gambia**

### **A. Contribution to Food Security**

Catholic Relief Service (CRS) has been supporting humanitarian development and relief projects in The Gambia since 1964. Currently, CRS is implementing a three and a half year DAP, comprised of the Child Survival Project and the Sesame Growers' Association (SGA) Institutional Strengthening Project. The DAP will be ending in March 2001.

The Gambia Program's Food Security goal is "to improve household food security and women's economic empowerment". CRS/Gambia's local partners, the National Women Farmers Association (NAWFA) and the Gambian Food and Nutrition Association (GAFNA), share responsibilities in addressing the three food security components of access, availability and utilization. Access and availability are addressed by NAWFA through agricultural interventions aimed at increasing sesame productivity and profitability. GAFNA is addressing the issue of utilization through interventions aimed at improving household nutrition and promoting positive maternal and child health care practices.

The Sesame Growers' Association (SGA) Project aims to empower women so that they are better able to meet household food security needs. Through the SGA project, CRS/GM promotes sesame as a cash crop for women farmers, providing an alternative food and income source. The program has demonstrated success in creating the opportunity to increase the income of women farmers, and thereby increasing access, which will improve food security.

The Child Survival Project concentrates on improving health and nutrition by promoting improved infant and child feeding practices, improved maternal health and nutrition, and improved home based care of childhood illnesses.

### **B. Effectiveness of the Program in Achieving Results<sup>3</sup>**

**Child Survival Project:** In FY00, the Child Survival Project (CSP) was able to make substantial progress in achieving its objectives on improving maternal and child health care and nutrition in project areas. Exit surveys showed that chronic malnutrition in project areas decreased, thereby improving long-term food security problems. In addition, more women received iron during pregnancy (98% of women received iron during pregnancy), attended antenatal consultations earlier on in pregnancy (51.3% women had their first prenatal care visit during first or second trimester), and consumed more nutritional food during pregnancy (45% women increased food intake during pregnancy).

The CSP has significantly increased community awareness of health-related issues and the benefits of good nutrition. CRS and GAFNA were successful in creating considerable human resource development at the community level. Community Management Committees (CMCs) have received a variety of leadership and management training. Collaboration between the

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<sup>3</sup> For more information on the CRS/GM Child Survival and Sesame Growers' Association Institutionalization and Strengthening Project, please refer to the FY2000 CSR4 and the Final Impact Evaluation conducted in September 2000 submitted to USAID by CRS/The Gambia.

implementing partner and government health officials was strengthened. GAFNA's activities have been integrated with Gambia's<sup>4</sup> Department of State for Health (DOSH) Maternal and Child Health (MCH) Services.

**The Sesame Growers' Association Institutional Strengthening Project:**

FY00 marked the commencement of operations for the NAWFA secretariat, which was established, in the latter part of FY99. This establishment has been an outstanding example of institutional building through a thoroughly democratic process. The creation of a constitution through participatory approaches has helped create a strong and viable organization. The organization was further strengthened in FY00 through regular participatory meetings between the NAWFA Secretariat and the National Executive Committee (NEC) who were elected from the SGA membership. The second Annual General Meeting (AGM) also took place at the end of the year, which was comprised of the NAWFA Secretariat, the NEC, and the democratically elected representatives from each of the 72 SGAs.

NAWFA was able to export approximately 200 metric tons of white sesame to an international market in Holland. This was a good marketing experience for NAWFA. In the future, NAWFA's participation in the marketing of sesame will focus on the purchase of sesame and negotiations with buyers at the SGA level. CRS and NAWFA were able to initiate important linkages in the areas of sesame production and marketing with some of the major sesame importers in Europe during an agricultural exposition held in Germany. The SGA project was honored to have been selected for representation at EXPO 2000 in recognition of its achievements in raising rural women's export earning through sesame cultivation.

With the current DAP ending in March 2001, a Final Impact Evaluation was completed in August/September 2000. Results of the evaluation recommended project continuation. In order to ensure successful completion of the DAP, CRS/GM, in collaboration with its partners developed an extensive phase-out plan for the FY98-00 DAP, which was submitted to USAID in December 2000. Additionally, CRS/GM funded an assessment of GAFNA and NAWFA to explore potential restructuring options and management reorganization for each agency. CRS/The Gambia in collaboration with the CRS/Senegal has submitted a DAP for FY 02-06 in which they propose to monetize and directly distribute 63,534 MT of commodity to support improved access to food for farm households engaged in sesame production, and increased availability of food for vulnerable persons in targeted areas in Senegal and The Gambia.

## **Information Annex Topic: Non-presence Countries – Guinea Bissau**

After free and fair elections in Guinea Bissau in December 1999 and January 2000, the U.S. Secretary of State lifted sanctions that had been imposed, per Section 508 of the Foreign Assistance Act, due to the overthrow of an elected government in 1998. The civil war which followed the overthrow almost completely destroyed the progress that Guinea Bissau had made since independence, leaving the country with an economy in ruins and a democracy more fragile than ever. The only thing that seems to hold the country together is the general knowledge that only stability and an open business environment will allow them to develop their modest, but significant natural resources.

The U.S. Government has been as responsive as possible under difficult budgetary and management constraints. The only remaining funds from a once significant and successful USAID program, were in the Trade and Investment Promotion Support (TIPS) project. Given the go-ahead by Washington, USAID visited Guinea Bissau in August 2000 to renew contact with the Government of Guinea Bissau (GOGB) and determine if a small micro-finance program could be started under the auspices of TIPS. With the GOGB's enthusiastic support, an amendment for the TIPS Project Agreement was drafted to extend the project until September 30, 2002, and signed in September 2000. An RFA was prepared inviting US PVOs to propose a microenterprise activity using the approximately \$1.6 million remaining in the TIPS project. Applications are in process of being reviewed. This program will allow USAID to have a small, but symbolically significant program in Guinea Bissau and keep the management burden to a minimum by using one or more US PVOs experienced in working in non-presence countries.

After the U.S. Ambassador to Senegal visited Bissau in December 2000, several other programs are being developed. The Embassy requested and obtained \$250,000 of ESF resources under the Countries-in-Transition program to support the National Assembly and the Rule of Law through technical assistance, training and supplies. This program will be managed by USAID through a Public International Organization Grant to the UNDP. The Embassy has requested a supplement of \$200,000 for follow-on work. The Embassy also plans on requesting DHRF and Self Help funds, but probably not until FY 2002, once they have a Foreign Service Officer at post dedicated to Guinea Bissau.

The WARP's conflict resolution special objective team has been contacted concerning the possibility of working in Guinea Bissau and possibly The Gambia to complement the work USAID/Senegal is doing in the Casamance region of Senegal which borders these two countries. They have agreed that the Casamance conflict affects the neighboring countries and vice-versa and are going to visit Senegal soon to determine what they might do in Guinea Bissau.

In general, the U.S. Mission in Senegal is making every effort to respond to the desperate needs of Guinea Bissau, with whatever resources are available and manageable and these modest efforts may bring other donors back. USAID is convinced that many people inside and outside government are dedicated to this purpose and are cautiously hopeful that with a minimum of assistance they can succeed.

## **Information Annex Topic: Non-presence Countries – Mauritania**

### **A. Contribution to Food Security**

In terms of addressing the three dimensions of food security - availability, access and utilization - the FFP Program in Mauritania is making great strides in the nutrition education program, which covers improved utilization of food, among other topics. This is also an area that has the greatest promise for sustainability. Once the messages pass and are incorporated into the dietary regimes and regular activities of the household, they are sustained. In FY2000 Doulos Community conducted a Knowledge, Attitudes and Practice (KAP) survey among over 600 beneficiary mothers enrolled in its MCH program. The results of this survey indicate that women enrolled in the Doulos centers for at least 2 years showed a significant improvement in child feeding practices (earlier start of breastfeeding, more appropriate introduction of solid foods and weaning practices, more frequent feeding of pre-school children) and better knowledge of basic nutrition than newly-enrolled beneficiary mothers. Such changes in knowledge and practice over time suggest the Doulos program is helping beneficiary families to more effectively utilize limited food resources, thus improving household food security.

In previous years, Doulos Community's Title II MCH program did not address the food access aspect of food security. Under the new FY2001-2005 Mauritania Anti-poverty Program (MAP) to be run jointly by World Vision Mauritania and Doulos Community, micro-enterprise development activities will be an important component of the program. The MAP program will also involve building cisterns and creating local water management committees with the goal of improving access by poor families to clean water supplies at a reduced cost. Both the micro-enterprise and water activities should lead to an increase in resources available to beneficiary families. Through education, Doulos and World Vision will encourage beneficiary families to use this increased income to improve the food security and nutrition of their households.

Availability of food is addressed through the provision of Title II commodities. While this certainly addresses a real need in the community, it cannot be considered sustainable because it is reliant on external factors, such as the political relations between the US and Mauritania. In addition, it requires the presence of Doulos or another U.S. PVO. The Title II food distributed in the Doulos Community MCH program contributes to household food security to varying degrees. The standard dry ration package is designed with families in mind. According to the DAP, the standard ration package (one mother, one child) provides a total of 68,370 calories and 2528 grams of protein per month. If the package were shared among six or seven household members (as surveys indicate is the norm), the daily per capita supplement would equal approximately 290 calories and 11 grams of protein. For FY2001-2005 under the joint MAP World Vision will be testing the feasibility of implementing a community gardening program which, if successful and implemented throughout the target neighborhoods, could also lead to increased availability of fresh fruits and vegetables for participating families.

## **B. Effectiveness of the Program in Achieving Results<sup>5</sup>**

Under the Maternal and Child Health (MCH) program, results achieved regarding impact indicators generally exceeded expectations as indicated below.

### **1. Objective 1: Improve Health and Nutritional Status of Enrolled Children:**

Doulos Community's most important objective in its MCH program is to improve the nutritional status of malnourished pre-school children. While Doulos has met its objective in regard to children's nutritional rehabilitation consistently over the past 12 years of running Title II programs, children graduating from Doulos' Nouakchott MCH centers in FY2000 surpassed all previous program graduates in terms of improvement in their weight-for-age (WFA) status. Over the course of program enrollment, the 2541 children who graduated from the program this past year increased in weight-for-age status by an average of 22.5 %. The average child entered the program at 13 months of age with a WFA status of 67% of the median and graduated from the MCH centers at 58 months of age with a WFA of 89.5% of the median. The most severely malnourished children (less than 60% of median WFA at enrollment) showed even more dramatic improvement, improving an average of 33% from 55% median WFA at enrollment to an average of 88% WFA at departure. In fact, nearly 92% of the severely malnourished children attained a weight-for-age of at least 75% by the time of their graduation from the program.

### **2. Objective 2: Strengthen Mothers' Health Knowledge & Practices:**

In order to evaluate the program's success in strengthening mothers' health knowledge and practices, Doulos conducted a large-scale Knowledge, Attitudes and Practices (KAP) in FY2000. The survey was conducted between July 1, 2000 and September 19, 2000 with a total of 686 beneficiary mothers surveyed. (This represents approximately 10% of all enrolled mothers.) With a total of approximately 127 different questions among the 5 different topical versions of the survey, the amount of data provided by the survey is vast and some data analysis remains to be completed. For those questions which have been analyzed, the data offer excellent evidence of an improvement in beneficiary mothers' health knowledge and practice over time. In almost all cases, the knowledge and practice of women enrolled in the MCH centers for at least 2 years greatly exceeds that of newly enrolled mothers.

Doulos administered a KAP survey questionnaire and received responses to 20 selected questions (a representative sample including questions from virtually all main topical areas). The KAP provided the following summary: The overall knowledge of all beneficiaries surveyed is impressive with an average of 63% of all respondents providing correct answers or evidence of good health practices for each question. Most striking however is the difference between newly enrolled mothers and those beneficiaries in the program at least 24 months. On average only 43% of newly enrolled mothers could provide satisfactory answers to each the following 20 questions. By contrast 73% of beneficiaries enrolled >24 months could provide satisfactory responses to these questions.

In the FY96-2000 DAP, Doulos established a performance indicator of 50-70% improvement in knowledge & practice between beneficiaries and non-beneficiaries or between new enrollees and

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<sup>5</sup> For detailed information on this section, please refer to the FY 2000 Results Report submitted by The Doulos Community.

long-term enrollees. Doulos met or exceeded this level of performance for all but 6 of the 20 KAP survey questions analyzed above (mostly cases where baseline levels were already very strong), and the overall increase in knowledge/practice for all 20 questions averaged 128%, well above the 1995 DAP's stated performance goal of a 90-100% average improvement for all areas. Based on these data Doulos concludes it has successfully met its targets for achievement of this objective.

Results achieved under objectives 3 "Transfer Management Responsibility to Mauritanian Staff" and 4 "Ensure Efficient Control and Distribution of Title II Commodities" also indicate that Doulos successfully met virtually all its DAP targets in FY2000, the final year of its DAP, and throughout the DAP. Based on the feedback of the regional FFP advisor for West Africa, Doulos will be reexamining the performance indicators outlined in the FY2001-2005 joint World Vision-Doulos DAP submission to see whether targets should be revised upward based on previous success.

## Information Annex Topic: Non-presence Countries – Cape Verde

**A. Contribution to Food Security:** The Food for Peace (FFP) Program being implemented by ACDI/VOCA in Cape Verde is on-track, continuing to strengthen food security of the country's rural and urban populations. Given Cape Verde's climate and terrain, it is structurally food deficit. In FY 2000, USAID delivered 20,650 MT of grain (total sales value: US \$3,045,390). The Program sold 15,650 MT of corn, the food of choice for the rural poor, in addition to 5,000 MT of wheat. This constituted 18 percent of Cape Verde's annual cereal requirement, and 41 percent of overall food aid received.

Cape Verde's strategy to achieve food security is based on: (1) increasing vegetable and fruit production through improved management of scarce land and water; and (2) increasing export earnings through tourism, light manufacturing and fishing, in order to be able to purchase food commercially. The food aid program contributes at the macro level to lessening the structural food deficit and reducing the balance of payments deficit. At the micro level, the program helps poor families who spend a significant amount of their income on food.

The rural poor benefit from the Program through the development of associations that execute contracts to carry out soil and water conservation (SWC) works employing approximately 3,000 workers per year. An immediate impact of these efforts is improved crop yields, employment of the rural poor and the generation of income. Medium and long-term benefits include continued crop yield improvement and greater availability of water for domestic and agricultural purposes. In FY 2000, rural households, with family members working for associations executing SWC contracts more than doubled their 1997 income and the increase for female-headed households was even greater.

The rural poor also benefited from the introduction of drip irrigation and the availability of credit for new technology. Yields have significantly increased compared to traditional flood irrigation techniques. In many cases, farmers have eliminated sugar cane (used to produce liquor) and planted vegetables, earning a higher return with drip irrigation. The rural and urban poor also benefited from the micro enterprise and small business lending programs. The micro enterprise program reported increases in incomes and food expenditures of approximately 50% and 15% compared to 1997 baselines, respectively.

### **B. Effectiveness of the Program in Achieving Results<sup>6</sup>**

**1. Program Objective # 1: Support to soil and water conservation activities through farmer associations.** In 2000, 35 associations and 17 prospective associations on three islands contracted for soil and water conservation using Title II funds (up from 18 associations and 16 prospective associations in 1997). The association members plan and propose specific works, then execute the construction. This results in high quality works due to a sense of ownership and responsibility. Associations generate significant profits that are re-invested in the community. Because association members propose specific works to be carried out where they live, the actual types of works executed have varied from the targets set forth at the beginning of the program. For example, in 2000, associations constructed 133 check dams (24% of target), 113 km of contour rock wall terraces (77%), and 3.6 km of live vegetative barriers (9%), and they planted 200,904 trees (201% of target). Other activities in FY 2000 not shown in the indicator table

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<sup>6</sup> For detailed information on this section, please refer to the *CSR4 Results Report – FY 2000* and the *Results Report Supplement – FY 2000* submitted by ACDI/VOCA.

targets include many activities linked closely to water management: 22 irrigation reservoirs, 3 wells, 2 large water catchment facilities, 160 cisterns, 613 meters of water tubing, 2.4 km of irrigation canals, 3 captation dams, 22 irrigation reservoirs, 3 wells, and 2 water catchment systems. Nonetheless, by the end of FY 2000, recovered top soil (m<sup>3</sup>) reached 97% of Life of Activity (LOA) target; reclaimed surface area, 168%; and reduced soil erosion of side slopes, 178% of LOA target. The associations continued to develop as bona fide businesses with strong technical, internal control and accounting capabilities. As a result, all associations showed a profit in 2000 according to preliminary numbers. The association model in Cape Verde is now being supported by other donors. Many of the associations are investing in other income generating and social activities, such as poultry production facilities, community stores, kindergartens, and adult education programs.

**2. Program Objective # 2: Introduce new technologies which conserve water and raise yields.** In FY 2000, 83 drip irrigation systems were installed (30 planned) on 12.2 hectares of land (15 ha planned). The program is reaching more and smaller farmers than originally anticipated. During FY 2000 the private local dealers continued to respond to the growing local demand for equipment. ACDI/VOCA continues to provide technical assistance to the credit association, ASDIS, which achieved profitable operations in 2000 with nearly 100% on time repayment. The capital for ASDIS was provided by 16 of the rural associations organized under Objective # 1. Two additional rural associations requested to join in 2000. ASDIS provides micro-loans to farmers to install drip irrigation and to local small vendors of agricultural products and fish. ASDIS began disbursing loans in July 1999 and by September 2000, had disbursed 370 loans in the total amount of 13.3 million CVE (\$130,000). In mid FY 1999, ACDI/VOCA initiated a program through a local commercial bank that provided credit to 22 farmers and two agricultural input dealers during FYs 1999 and 2000. Farmer interest in drip irrigation continues strong on Santiago Island. Progress is slower on other islands and will require additional technical assistance over a long period of time. The groundwork laid in previous years is now bearing significant fruit and is expected to increase in future years.

**3. Program Objective # 3: Micro Enterprise Training and Lending Program (METLP), Small Business Lending Program, and other business promotion activities.** The micro-enterprise and small business lending activities continue to perform well. 1,857 micro loans were disbursed against 1,500 planned and 317 small business loans disbursed against 300 planned. The METLP generated substantial profits in FYs 1999 and 2000, well ahead of plan. This program experienced some loan repayment problems in the earlier part of FY 2000. However, problems were resolved by the end of the fiscal year, and by the last month of the fiscal year, the Program was experiencing 95% on-time repayment. The provision for losses adequately covered all loan losses. The higher number of micro loans disbursed relates to strong loan officer performance. The earlier profitability of the program relates to higher than planned level of revenue from interest and loan fees, which relates to the higher rates of lending. Measured impact on borrowers shows improvements in wealth and income above the level predicted in the Monitoring and Evaluation Plan.

With the current DAP ending in September 2001, ACDI/VOCA has submitted a new DAP for FYs 2002-2006 in which they propose to monetize and directly distribute 234,440 MT of commodity to support agribusiness, microfinance, and vulnerable people's feeding activities in Cape Verde, Mauritania, Senegal, and Guinea Bissau.